CLOSED
STACKS

5/S

GOVERNMENT INFORMATION CENTER
SAN FRANCISCO PUBLIC LIBRARY
CIVIC CENTER
SAN FRANCISCO, CALIFORNIA 94102

SAN FRANCISCO
PUBLIC LIBRARY

REFERENCE
BOOK

Not to be taken from the Library

MAY 3 0 2001

Digitized by the Internet Archive
in 2017 with funding from
Kahle/Austin Foundation

https://archive.org/details/minutes1996corp

SF
F40.254
1
2/15/96
Cancelled

FINE ARTS MUSEUMS of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

DOCUMENTS DEPT.
FEB 05 1996
SAN FRANCISCO
PUBLIC LIBRARY

IMPORTANT***IMPORTANT***IMPORTANT***IMPORTANT***

FINE ARTS MUSEUMS OF SAN FRANCISCO
CORPORATION OF THE FINE ARTS MUSEUMS

The Executive Committee meeting scheduled for **February 15, 1996** has been **cancelled.**

The next regular scheduled Executive Committee is on **Thursday, March 14, 1996** at Noon in the 6th Floor Conference Room of the Museums' Administrative Offices at 233 Post Street.

2/1/96

Administrative Offices
233 Post Street, San Francisco, CA 94108-5007
tel: 415.750-3600 fax: 415.750-3605

3 1223 03429 4679

SF
40.254
#1
3/14/96

FINE ARTS MUSEUMS of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

CORPORATION OF THE FINE ARTS MUSEUMS
EXECUTIVE COMMITTEE
BOARD OF TRUSTEES

DOCUMENTS DEPT
MAR 0 8 1996
SAN FRANCISCO
PUBLIC LIBRARY

Administrative Offices
233 Post Street, 6th Floor, Conference Room
San Francisco, California
Thursday, March 14, 1996, 12:30 p.m.*

AGENDA

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY

The following information is in compliance with the Americans with Disabilities Act (ADA):

The following will be made available upon request:

1. American sign language interpreters;
2. A sound enhancement system;
3. An agenda of meeting available in alternative formats; and
4. A reader during the meeting.

To arrange for the above services, please contact Judy Gough (415) 750-3669 at least 72 hours prior to a meeting. Late requests will be honored if possible.

Minutes of the meeting will be made available in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

For access to 233 Post Street by BART, get off at the Montgomery Street Station. MUNI's wheelchair-accessible No. 38 line may also be taken to Geary and Stockton Streets, as well as wheelchair-accessible No. 2 line (east bound) which stops close to 233 Post Street. For more information about MUNI's accessible services, call (415) 923-6142. Accessible parking space (disabled-designated) is available at the Stockton-Sutter Parking Garage.

***Or such earlier time as the Fine Arts Museums of San Francisco Board of Trustees meeting ends, but in no event before 12:00 noon.**

Administrative Offices
233 Post Street, San Francisco, CA 94108-5003
tel: 415.750.3600 fax: 415.750.7686

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY (con't)

Accessible seating for persons with disabilities (including those using wheelchairs) will be provided.

For Telecommunication Device for the Deaf (TDD), the Museums uses California Relay Service.

Corporation of The Fine Arts Museums
Executive Committee
March 14, 1996

ORDER OF BUSINESS

I. Calling of the Meeting to Order – President Richard W. Goss II

II. Calling of the Roll:

TRUSTEES:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Mrs. Ray Dolby
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Richard W. Goss II, President
David M. Jamison
Mrs. J. Alec Merriam, Vice President/Audience Development
Steven MacGregor Read
Mrs. John N. Rosekrans, Jr., Chairman
Douglas W. Shorenstein
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey
Frank Montgomery Woods

There will be an opportunity for public testimony before action is taken on each agenda item.

III. Approval of January 18, 1996 Minutes (copies mailed) – Richard W. Goss II

Approved ____

IV. President's Report – Richard W. Goss II

A. Report on the Campaign for A New deYoung Museum – Mrs. Alfred S. Wilsey, Chair

B. Status of Trustee Pledge for A New de Young

C. Other Informational Items

V. **Chief Executive Officer's Report** – Harry S. Parker III

A. Report on FY 1995–96 COFAM Operating Budget

B. Other Informational Items

VI. **Report of the Annual Support Committee** – Wm. Laney Thornton, Vice President/ Annual Support

VII. **Report of the Museum Society** – David M. Jamison, Chair

VIII. **Report of The Fine Arts Museums Foundation** – Charles Crocker, President

IX. **Meeting Schedule** (See Appendix A)

X. **Future Events and Current and Future Exhibitions** (See Appendix B)

XI. **Adjournment** –President Richard W. Goss II

excac.96

FINE ARTS MUSEUMS OF SAN FRANCISCO
CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
March 14, 1996

Meeting Schedule

A. Executive Committee Meetings - 1996

Date	Time	Location
May 9	Noon	233 Post Street, 6th Floor
September 12	Noon	233 Post Street, 6th Floor
November 7	Noon	233 Post Street, 6th Floor
December 5	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings - 1996

Date	Time	Location
April 11 (annual)	3:00 p.m.	Gallery 23, de Young Museum
June 13	3:00 p.m.	Board Room, Legion of Honor
October 10	3:00 p.m.	Gallery 23, de Young Museum

FINE ARTS MUSEUMS OF SAN FRANCISCO
CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
March 14, 1996

Future Events

Event	Date
Bouquets to Art Events - Legion	March 19-23, 1996
Pergamon Opening Event	May 2, 1996
Flower Committee Event	May 6, 1996
Youth Arts Festival, de Young	May 8 - 12, 1996
National Council	May 21 - 23, 1996
Faberge Ball, de Young	May 23, 1996
Junior Arts Council Gala	May 24, 1996
Museum Associates Trip to Peru	September 11-22, 1996

Current and Future Exhibitions

Title:	Date	Museum/Gallerries
Nothing Lost from the Original: William Wiley Looks at Art History*	01/10/96-04/07/96	de Young 27
John James Audubon: Watercolor Paintings for the Birds of America from the Collection of the New York Historical Society	02/03/96-04/14/96	de Young 44
Classical Influences in Dress*	04/00/96-10/00/96	de Young 22/25
Pergamon: The Telephos Frieze from the Great Altar*	05/04/96-09/08/96	CPLH Rosekrans
Faberge in America*	05/25/96-07/28/96	de Young 44
Paris Modern: The Swedish Ballet 1920-1925*	06/19/96-09/08/96	CPLH A-E
Irving Norman*	07/03/96-10/27/96	de Young 27
Beat Culture & the NewAmerica 1950-1965	10/05/96-12/29/96	de Young 44
Masterworks of Modern Sculpture from the Nasher Collection*	10/26/96-01/12/97	CPLH A-E
Works on Paper by Sculptors from AGFA*	10/26/96 - 01/12/97	CLPH
Best Foot Forward*	11/00/96 - 01/12/96	de Young 22/25

Current and Future Exhibitions (con't)

Title	Date	Museum/Galleries
The Enjoyment of African Art: Mask and Sculpture from the Michael R. Heide Collection*	11/16/96 - 3/09/97	de Young 27
The Peale Family: Creation of a Legacy 1770-1870	01/25/97-04/06/97	de Young 44
Masterpieces of the Morgan Library	02/15/97-04/27/97	CPLH A-F
American Perspectives II	02/00/97-06/00/97	de Young 36/37

*Self-organized

SF
F40.257
#2

CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
Board of Trustees

March 14, 1996

DOCUMENTS DEPT.
APR 03 1996
SAN FRANCISCO
PUBLIC LIBRARY

Call to Order

A meeting of the Executive Committee of the Board of Trustees of the Corporation of the Fine Arts Museums was held on Thursday, March 14, 1996, in the 6th Floor Conference Room of the Museums' Administrative Offices at 233 Post Street, San Francisco. The meeting was called to order at 1:31 p.m. by Richard W. Goss II, President.

Roll Call

Executive Committee Members Present:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Mrs. Ray Dolby
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Richard W. Goss II, President
David M. Jamison
Mrs. J. Alec Merriam, Vice President/Audience Development
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Mrs. Alfred S. Wilsey
Frank Montgomery Woods

Executive Committee Members Absent:

Steven MacGregor Read
Mrs. John N. Rosekrans, Jr., Chairman
Douglas W. Shorenstein
Wm. Laney Thornton, Vice President/Annual Support

Non-Voting Officers Present:

Harry S. Parker III, Chief Executive Officer
Judy Gough, Executive Secretary
Steve Dykes, Treasurer

President Goss conducted the meeting, and Mrs. Gough acted as Secretary.

Corporation of The Fine Arts Museums
Executive Committee
March 14, 1996

Approval of January 18, 1996 Minutes

The minutes of the Board of Trustees meeting of January 18, 1996, having been mailed to all Trustees, were unanimously approved.

President's Report - Richard W. Goss II

A. Report on the Campaign for A New de Young Museum - Mrs. Alfred S. Wilsey, Chair

Mrs. Wilsey emphasized the importance of enthusiastically approaching the private funding goal of $41 million. The goal will be met and will result in a new de Young Museum, which will be a source of pride to the City and all associated with the Museums.

B. Status of Trustee Pledge for A New de Young Museum - Mrs. Alfred S. Wilsey, Chair, Campaign for A New de Young Museum

The goal by the end of June 1996 is to reach $20 million in pledges. It is imperative that all Trustees participate in this effort as a means of demonstrating to the City the full and strong commitment of the Board of Trustees to a new de Young Museum. President Goss reiterated the importance of full Trustee participation and stated his intention to place this matter on the agenda of the April 11, 1996 meeting of the Board of Trustees.

Chief Executive Officer's Report - Harry S. Parker III

A. Report on FY 1995-96 COFAM Operating Budget

The January 31, 1996 financial report was distributed. Mr. Parker noted the favorable financial position, which is the result of several factors: annual contributions are running $387,184 ahead of budget along with $92,000 more in investment income and the last year of Museum Society support ($778,578). Continued high Legion attendance has offset the summer 1995 revenue slump. The COFAM reserve was $2,959,294, well above the $2 million baseline established by the Trustees.

Corporation of The Fine Arts Museums
Executive Committee
March 14, 1996

Report of the Annual Support Committee - Barbara Boucke, Deputy Director for Development

In the absence of Wm. Laney Thornton, Vice President/Annual Support, Barbara Boucke, Deputy Director for Development, provided the following report. One of reasons for the positive annual contributions result is that the 140 members of the Museum Society Patrons have converted their memberships to the Fine Arts Museums at almost a 100% rate. Additionally, mail and phone campaign annual goals have already been reached for this current fiscal year. The Fine Arts Museums have also been successful in attracting new members: Museum Associates - 8; Patrons of Fine Arts - 6; Friends of the Fine Arts Museums - 36; and National Council - 31.

Report of the Museum Society - David M. Jamison, Chair

Ninety-four percent of Museum Society members have renewed their memberships with the Fine Arts Museums of San Francisco.

Report of the Fine Arts Museums Foundation - Charles Crocker, President

Mr. Crocker presented the Foundation's Endowment Fund Report. He stated that at the close of business on March 13, 1996, the Endowment Fund portfolio was valued at $46,423,000. It was invested 54% in equities, 42% in bonds, and 4% in cash and cash equivalents.

Meeting Schedule

A. Executive Committee Meetings - 1996

Date	Time	Location
May 9	Noon	233 Post Street, 6th Floor
September 12	Noon	233 Post Street, 6th Floor
November 7	Noon	233 Post Street, 6th Floor
December 5	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings - 1996

Date	Time	Location
April 11 (annual)	3:00 p.m.	Gallery 23, de Young Museum
June 13	3:00 p.m.	Board Room, Legion of Honor
October 10	3:00 p.m.	Gallery 23, de Young Museum

Corporation of The Fine Arts Museums
Executive Committee
March 14, 1996

Future Events

Event	Date
Pergamon Opening Event	May 2, 1996
Flower Committee Event	May 6, 1996
Youth Arts Festival, de Young	May 8 - 12, 1996
National Council	May 21 - 23, 1996
Faberge Ball, de Young	May 23, 1996
Junior Arts Council Gala	May 24, 1996
Museum Associates Trip to Peru	September 11-22, 1996

Current and Future Exhibitions

Title:	Date	Museum/Galleries
Nothing Lost from the Original: William Wiley Looks at Art History*	01/10/96-04/07/96	de Young 27
John James Audubon: Watercolor Paintings for the Birds of America	02/03/96-04/14/96	de Young 44
Classical Influences in Dress*	04/00/96-10/00/96	de Young 22/25
Pergamon: The Telephos Frieze from the Great Altar*	05/04/96-09/08/96	CPLH Rosekrans
Faberge in America*	05/25/96-07/28/96	de Young 44
Paris Modern: The Swedish Ballet 1920-1925*	06/19/96-09/08/96	CPLH A-E
Irving Norman*	07/03/96-10/27/96	de Young 27
Beat Culture & the New America	10/05/96-12/29/96	de Young 44
Masterworks of Modern Sculpture from the Nasher Collection*	10/26/96-01/12/97	CPLH A-E
Works on Paper by Sculptors from AGFA*	10/26/96 - l/12/97	CLPH
Best Foot Forward*	11/00/96 - l/12/96	de Young 22/25
The Enjoyment of African Art: Mask and Sculpture from the Michael R. Heide Collection*	11/16/96 - 3/09/97	de Young 27

Current and Future Exhibits (con't)

Title:	Date	Museum/Galleries
The Peale Family: Creation of a Legacy 1770-1870	01/25/97-04/06/97	de Young 44
Masterpieces of the Morgan Library	02/15/97-04/27/97	CPLH A-F
American Perspectives II	02/00/97-06/00/97	de Young 36/37

Adjournment

There being no further business, President Goss adjourned the meeting at 1:50 p.m.

Respectfully submitted,

Judy Gough

Judy Gough
Executive Secretary
Museums

*Self-organized

excmcofa

FINE ARTS
MUSEUMS
of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

SF
F40.254
#1
5/9/96

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
Executive Committee

DOCUMENTS DEPT
MAY 06 1996
SAN FRANCISCO
PUBLIC LIBRARY

Administrative Offices
233 Post Street, 6th Floor, Conference Room
San Francisco, California
Thursday, May 9, 1996, 12:30 p.m.*

AGENDA

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY

The following information is in compliance with the Americans with Disabilities Act (ADA):

The following will be made available upon request:

1. American sign language interpreters;
2. A sound enhancement system;
3. An agenda of meeting available in alternative formats; and
4. A reader during the meeting.

To arrange for the above services, please contact Judy Gough (415) 750–3669 at least 72 hours prior to a meeting. Late requests will be honored if possible.

Minutes of the meeting will be made available in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

For access to 233 Post Street by BART, get off at the Montgomery Street Station. MUNI's wheelchair–accessible No. 38 line may also be taken to Geary and Stockton Streets, as well as wheelchair–accessible No. 2 line (east bound) which stops close to 233 Post Street. For more information about MUNI's accessible services, call (415) 923–6142. Accessible parking space (disabled–designated) is available at the Stockton–Sutter Parking Garage.

***Or such earlier time as the Fine Arts Museums of San Francisco Executive Committee meeting ends, but in no event before 12:00 noon.**

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY (continued)

Accessible seating for persons with disabilities (including those using wheelchairs) will be provided.

For Telecommunication Device for the Deaf (TDD), the Museums uses California Relay Service.

ORDER OF BUSINESS

I. **Calling of the Meeting to Order** – Mrs. Alfred S. Wilsey, Chairman

II. **Calling of the Roll**

Trustees:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Mrs. Ray Dolby
Richard P. Essey
Richard H. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Mrs. Gorham B. Knowles
Steven MacGregor Read
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey, Chairman
Frank Montgomery Woods

There will be an opportunity for public testimony before action is taken on each agenda item.

III. **Chairman's Report** – Mrs. Alfred S. Wilsey

A. Report on the Campaign for A New de Young Museum

B. Status of Trustee Pledge for A New de Young

C. Other Informational Items

IV. **President's Report** – Richard W. Goss II

A. Approval of the April 11, 1996 Minutes of the Board of Trustees Annual Meeting (See Appendix A)

Approved ___

B. Other Informational Items

V. **Chief Executive Officer's Report** – Harry S. Parker III

A. Report on FY 1995–96 COFAM Operating Budget

B. Other Informational Items

VI. **Report of the Budget Committee and Resolution No. ___ for a Balanced 1996–97 Budget –** President Richard W. Goss II for William Stimson, Vice President for Finance

WHEREAS, The Board of Trustees of the Corporation of the Fine Arts Museums (COFAM) is strongly committed to the policy of achieving a balanced operating budget in every fiscal year; and

WHEREAS, Balanced budgets are key to the financial stability of the museum and to the sound management of its resources; and

WHEREAS, A balanced operating budget has been achieved in all of COFAM's previous fiscal years; and

WHEREAS, The COFAM Budget Committee has reaffirmed the balanced operating budget policy and recommended its continued endorsement by the Board of Trustees; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of the Fine Arts Museums continues to endorse its fundamental financial policy of balanced operating budgets; and be it

FURTHER RESOLVED, That COFAM's Chief Executive Officer is instructed to take the necessary actions to carry out the balanced operating budget policy in FY 1996-97 and in succeeding years.

Approved ___

VII. **Report of The Fine Arts Museums Foundation** – Charles Crocker, President

VIII. **Meeting Schedule** (See Appendix B)

IX. **Future Events and Current and Future Exhibitions** (See Appendix C)

X. **Adjournment** –Mrs. Alfred S. Wilsey, Chairman

excac596

CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
Board of Trustees

May 9, 1996

SF
F40.25H
#2
5/9/96

DOCUMENTS DEPT.
JUN 10 1996
SAN FRANCISCO
PUBLIC LIBRARY

Call to Order

A meeting of the Executive Committee of the Board of Trustees of the Corporation of the Fine Arts Museums was held on Thursday, May 9, 1996, in the 6th Floor Conference Room of the Museums' Administrative Offices at 233 Post Street, San Francisco. The meeting was called to order at 12:55 p.m. by Mrs. Alfred S. Wilsey, Chairman.

Roll Call

Executive Committee Members Present:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Richard P. Essey
Richard H. Finn
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Steven MacGregor Read
William E. Steen, Vice President/Facilities
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey, Chairman

Executive Committee Members Absent:

Mrs. Ray Dolby
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Gorham B. Knowles
William A. Stimson, Vice President/Finance
Frank Montgomery Woods

Non-Voting Officers Present:

Harry S. Parker III, Chief Executive Officer
Judy Gough, Executive Secretary
Steve Dykes, Treasurer

President Goss conducted the meeting, and Mrs. Gough acted as Secretary.

Chairman's Report - Mrs. Alfred S. Wilsey

A. Report on the Campaign for A New de Young Museum

Chairman Wilsey introduced John Whitehurst, Campaign and Strategy Management, and requested that he provide the Executive Committee with a campaign status report. Mr. Whitehurst noted that recent efforts have focused on positioning the de Young Museum bond issue for inclusion on the November ballot. At this time, the de Young Museum bond measure appears to be one of two top priorities as viewed by the Mayor's Office. Next steps in the approval process involve the Board of Supervisors and its Budget Committee. It is hoped that the official, affirmative vote of the Board of Supervisors to approve the Resolution of Public Need for a new de Young Museum will occur by mid-June.

The outreach component of the campaign is concentrating on meetings with environmental groups, who have expressed concerns about a new de Young Museum in Golden Gate Park and/or the proposed underground parking facility. In these and other discussions, it is important to stress that the $73 million bond initiative does not include the funding of the underground parking facility.

Bone issue endorsements have been made by Senator Dianne Feinstein, Representative Nancy Pelosi, Mayor Willie L. Brown, Jr., President of the Board of Supervisors Kevin Shelley, and Senator Quentin Kopp. Planning for the additional campaign components continues, i.e., house sign program, street sign program, direct mail campaign, and work is ongoing to finalize the campaign schedule.

In conclusion, it was reported that the early results of telephone solicitations to raise campaign funds for a new de Young Museum in Golden Gate Park are quite promising. If gifts continue to be received at the level experienced during the first week of the appeal, it may be possible to exceed the $100,000 net goal. The early results of the mail campaign are not yet available. It is hoped that 3,000 or more donors will respond to these vehicles by June 30, 1996, which will clearly speak to the broad and strong support for a new de Young Museum in Golden Gate Park.

B. Status of Trustee Pledge for A New de Young Museum

Mrs. Wilsey advised that the goal to be reached by the end of June 1996 is $20 million in pledges. It is imperative that all trustees participate in this effort as a means of demonstrating the full and unqualified commitment of the Board of Trustees to a new de Young Museum in Golden Gate Park. Those who have not yet responded were encouraged to do so by both Chairman Wilsey and President Goss.

President's Report - Richard W. Goss II

A. Approval of the April 11, 1996 Minutes of the Board of Trustees Annual Meeting

The minutes of the Board of Trustees annual meeting of April 11, 1996, having been mailed in advance, were unanimously approved.

B. Other Informational Items

There were no informational items to report at this time.

Chief Executive Officer's Report - Harry S. Parker III

A. Report on FY 1995-96 COFAM Operating Budget

Mr. Parker emphasized the favorable financial position as of March 31, 1996, the end of the third quarter of the current fiscal year, which reflects a cumulative operating surplus of $818,827 before depreciation and $669,952 after. The growing financial success of the second half of this fiscal year, beginning with the increase generated by the Legion attendance and concluding with the Faberge and Pergamon exhibitions, is captured in the year end rolling forecast included in this budget report. It takes into account the surge in income to date and projected income, as well as a program of non-recurring capital investments initiated by management such as new chillers at the Legion, computer technology upgrades to include networking the Museums' three sites (de Young, Legion and Post Street), and the new Children's Gallery at the de Young Museum has been created. The COFAM reserve stood at $2,806,098, well above the $2 million minimum required by Board policy.

B. Other Informational Items

There were no informational items to report at this time.

Report of the Budget Committee and Board Resolution Number 170 for a Balanced 1996-97 Operating Budget

In the absence of William A. Stimson, Vice President for Finance, President Goss presented the report of the Budget Committee. At its meeting on May 7, 1996, the Committee reviewed COFAM's positive financial position as of March 31, 1996, and as projected through fiscal year end. The current draft of the 1996-97 operating budget was examined, which reflects a shortfall of approximately $194,000.

President's Report - Richard W. Goss II

A. Approval of the April 11, 1996 Minutes of the Board of Trustees Annual Meeting

The minutes of the Board of Trustees annual meeting of April 11, 1996, having been mailed in advance, were unanimously approved.

B. Other Informational Items

There were no informational items to report at this time.

Chief Executive Officer's Report - Harry S. Parker III

A. Report on FY 1995-96 COFAM Operating Budget

Mr. Parker emphasized the favorable financial position as of March 31, 1996, the end of the third quarter of the current fiscal year, which reflects a cumulative operating surplus of $818,827 before depreciation and $669,952 after. The growing financial success of the second half of this fiscal year, beginning with the increase Generated by the Legion attendance and concluding with the Faberge and Pergamon exhibitions, is captured in the year end rolling forecast included in this budget report. It takes into account the surge in income to date and projected income, as well as a program of non-recurring capital investments initiated by management such as new chillers at the Legion, computer technology upgrades to include networking the Museums' three sites (de Young, Legion and Post Street), and the new Children's Gallery at the de Young Museum has been created. The COFAM reserve stood at $2,806,098, well above the $2 million minimum required by Board policy.

B. Other Informational Items

There were no informational items to report at this time.

Report of the Budget Committee and Board Resolution Number 170 for a Balanced 1996-97 Operating Budget

In the absence of William A. Stimson, Vice President for Finance, President Goss presented the report of the Budget Committee. At its meeting on May 7, 1996, the Committee reviewed COFAM's positive financial position as of March 31, 1996, and as projected through fiscal year end. The current draft of the 1996-97 operating budget was examined, which reflects a shortfall of approximately $194,000.

Report of the Budget Committee and Board Resolution Number 170 for a Balanced 1996-97 Operating Budget (continued)

The Budget Committee recommended that the Executive Committee approve, as it has in past years, a resolution requiring a balanced 1996-97 operating budget. President Goss presented the following proposed resolution:

> WHEREAS, The Board of Trustees of the Corporation of the Fine Arts Museums (COFAM) is strongly committed to the policy of achieving a balanced operating budget in every fiscal year; and
>
> WHEREAS, Balanced budgets are key to the financial stability of the museum and to the sound management of its resources; and
>
> WHEREAS, A balanced operating budget has been achieved in all of COFAM's previous fiscal years; and
>
> WHEREAS, The COFAM Budget Committee has reaffirmed the balanced operating budget policy and recommended its continued endorsement by the Board of Trustees; now, therefore, be it
>
> RESOLVED, That the Board of Trustees of the Corporation of the Fine Arts Museums continues to endorse its fundamental financial policy of balanced operating budgets; and be it
>
> FURTHER RESOLVED, That COFAM's Chief Executive Officer is instructed to take the necessary actions to carry out the balanced operating budget policy in FY 1996-97 and in succeeding years.

On motion, duly seconded and carried unanimously, the foregoing resolution was adopted as **Board Resolution 170.**

Report of the Fine Arts Museums Foundation - Charles Crocker, President

Mr. Crocker presented the Foundation's Endowment Fund Report. He stated that at the close of business on April 30, 1996, the Endowment Fund portfolio was valued at $46,461,000. It was invested 61% in equities, 31% in fixed income, and 8% in cash and cash equivalents.

Meeting Schedule

A. Executive Committee Meetings - 1996

Date	Time	Location
September 12	Noon	233 Post Street, 6th Floor
November 7	Noon	233 Post Street, 6th Floor
December 5	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings - 1996

Date	Time	Location
June 13	3:00 p.m.	Board Room, Legion of Honor
October 10	3:00 p.m.	Gallery 23, de Young Museum

Future Events

Events	Date
Youth Arts Festival, de Young	May 8-12, 1996
National Council	May 21 - 23, 1996
Faberge Ball, de Young	May 23, 1996
Junior Arts Council Faberge Fantasy	May 24, 1996
Museum Associates Trip to Peru	September 11-22, 1996

Current and Future Exhibitions

Title:	Date	Museum/Galleries
The Exoticized Woman and Her Allure in American Art*	02/14/96-05/19/96	de Young 17
Classical Influences in Dress*	04/00/96-10/00/96	de Young 22/25
Pergamon: The Telephos Frieze from the Great Altar*	05/04/96-09/08/96	Legion/Rosekrans/ A+B
Faberge in America*	05/25/96-07/28/96	de Young 44
Paris Modern: The Swedish Ballet 1920-1925*	06/19/96-09/29/96	Legion C-F/10
Irving Norman*	07/03/96-10/06/96	de Young 27
Arts of the Americas: Cultural Crosscurrents*	09/04/96-12/08/96	de Young 36/37
Don Bacardy	09/04/96-12/01/96	de Young 39/40

*Exhibitions organized by FAMSF

Current and Future Exhibitions (continued)

Title:	Date	Museum/Galleries
Beat Culture & the New America 1950-1965	10/05/96-12/29/96	de Young 44
Masterworks of Modern Sculpture from the Nasher Collection*	10/26/96-01/12/97	Legion A-E
Works on Paper by Sculptors from AGFA*	10/12/96 - 01/12/97	Legion F
Best Foot Forward*	11/00/96 - 05/00/97	de Young 22/25
Shape of Belief: African Art from the Michael R. Heide Collection*	11/16/96 - 3/09/97	de Young 27
Arts of the Americas: Identity Crisis*	01/00/97- 06/00/97	de Young 36/37
The Peale Family: Creation of a Legacy 1770-1870	01/25/97-04/06/97	de Young 44
Masterpieces of the Morgan Library	02/15/97-04/27/97	Legion A-F
American Perspectives II	02/00/97-06/00/97	de Young 36/37
Morgan Flagg Collection*	05/00/97-9/00/97	de Young 27
Arts of the Americas: Pride of Place*	05/00/97-07/00/97	de Young 36/37
Life and Afterlife in Ancient Peru*	05/17/97-08/10/97	de Young 44

*Exhibitions organized by FAMSF

Adjournment

There being no further business, Chairman Wilsey adjourned the meeting at 1:30 p.m.

Respectfully submitted,

Judy Gough

Judy Gough
Executive Secretary
Museums

exccm965

FINE ARTS MUSEUMS of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

SF
F40.254
#1
6/26/96
Special

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
Executive Committee

SPECIAL MEETING

DOCUMENTS DEPT
JUN 24 1996
SAN FRANCISCO
PUBLIC LIBRARY

Administrative Offices
233 Post Street, 6th Floor Conference Room
San Francisco, California
Wednesday, June 26, 1996, 4:30 p.m.*

AGENDA

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY

The following information is in compliance with the Americans with Disabilities Act (ADA):

The following will be made available upon request:

1. American sign language interpreters;
2. A sound enhancement system;
3. An agenda of meeting available in alternative formats; and
4. A reader during the meeting.

To arrange for the above services, please contact Judy Gough (415) 750-3669 as soon as possible. Late requests will be honored if possible.

Minutes of the meeting will be made available in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

***Or such earlier time as the Fine Arts Museums of San Francisco Executive Committee meeting ends, but in no event before 4:30 p.m.**

PUBLIC MEETING REQUIREMENTS RELATING TO ACCESSIBILITY (continued)

For access to 233 Post Street by BART, get off at the Montgomery Street Station. MUNI's wheelchair–accessible No. 38 line may also be taken to Geary and Stockton Streets, as well as wheelchair–accessible No. 2 line (east bound), which stops close to 233 Post Street. For more information about MUNI's accessible services, call (415) 923–6142. Accessible parking space (disabled–designated) is available at the Stockton–Sutter Parking Garage.

Accessible seating for persons with disabilities (including those using wheelchairs) will be provided.

For Telecommunication Device for the Deaf (TDD), the Museums uses California Relay Service.

Know Your Rights Under the Sunshine Ordinance

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 554–6075.

Corporation of The Fine Arts Museums
Executive Committee – Special Meeting
June 26, 1996

ORDER OF BUSINESS

I. **Calling of the Meeting to Order** – Mrs. Alfred S. Wilsey, Chairman

II. **Calling of the Roll**

Trustees:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Mrs. Ray Dolby
Richard P. Essey
Richard H. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Mrs. Gorham B. Knowles
Steven MacGregor Read
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey, Chairman
Frank Montgomery Woods

There will be an opportunity for public testimony before action is taken on each agenda item.

III. **Budget Report**

IV. **Campaign Contribution**

V. **Adjournment – Mrs. Alfred S. Wilsey**

SF
F40.254
#2
6/26/96
Special

Minutes

CORPORATION OF THE FINE ARTS MUSEUMS

SPECIAL MEETING
Executive Committee
Board of Trustees

June 26, 1996

DOCUMENTS DEPT
OCT 0 / 1996
SAN FRANCISCO
PUBLIC LIBRARY

Call to Order

A special meeting of the Executive Committee of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Wednesday, June 26, 1996, in the 6th Floor Conference Room of the Museums' Administrative Offices at 233 Post Street, San Francisco. The meeting was called to order at 4:21 p.m. by Mrs. Alfred S. Wilsey, Chairman.

Roll Call

Present:

Robert J. Bransten, Vice President/Collections
Mrs. Ray Dolby
Richard P. Essey
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Richard W. Goss II, President
Mrs. Gorham B. Knowles
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Mrs. Alfred S. Wilsey, Chairman

Excused:

Charles Crocker
Richard H. Finn
David M. Jamison, Vice President/Audience Development
Steven MacGregor Read
Wm. Laney Thornton, Vice President/Annual Support
Frank Montgomery Woods

Non-Voting Officers Present:

Harry S. Parker III, Chief Executive Officer
Judy Gough, Executive Secretary
Steve Dykes, Treasurer

President Goss conducted the meeting, and Mrs. Gough acted as Secretary.

Campaign Contribution - Board Resolution Number 174

President Goss presented the following proposed resolution:

> WHEREAS, The Committee for A New de Young Museum is in need of funds to successfully mount a campaign for the San Francisco November 1996 bond measure for the M. H. de Young Memorial Museum; and
>
> WHEREAS, COFAM anticipates an operating surplus for fiscal year 1995-96; now, therefore, be it
>
> RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize a pledge donation to the Committee for A New de Young Museum in an amount not to exceed $300,000.

Mr. Parker explained that it is legally permissible for non-for-profit entities to underwrite a campaign. COFAM, as a not-for-profit organization, may, therefore, make contributions to the Campaign for a New de Young Museum in Golden Gate Park. COFAM contributions to the Campaign are allowable up to a certain percentage of its operating expenditures. Given COFAM's strong financial position this fiscal year, a pledge donation to the Committee for A New de Young Museum in an amount not to exceed $300,000 was recommended.

On motion, duly seconded and carried unanimously, the foregoing resolution was adopted as **Board Resolution Number 174.**

Budget Report

Mr. Parker presented a request for an end of fiscal year meritorious performance recognition fund. The Executive Committee agreed to an amount not to exceed $50,000 to be used at the discretion of the Director of Museums.

Adjournment

There being no further business, Chairman Wilsey adjourned the meeting at 4:31 p.m.

Respectfully submitted,

Judy Gough
Executive Secretary
Museums

exccm966

FINE ARTS
MUSEUMS
of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

.F
40.254
1
8/14/96
pecial

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
Executive Committee

SPECIAL MEETING

DOCUMENTS DEPT.
AUG 05 1996
SAN FRANCISCO
PUBLIC LIBRARY

Administrative Offices
233 Post Street, 6th Floor Conference Room
San Francisco, California
Wednesday, August 14, 1996, 12:30 p.m.*

AGENDA

Public Meeting Requirements Relating to Accessibiltity

The following information is in compliance with the Americans with Disabilities Act (ADA):

The following will be made available upon request:

1. American sign language interpreters
2. A sound enhancement system
3. An agenda of meeting available in alternative formats
4. A reader during the meeting

To arrange for the above services, please contact Judy Gough (415) 750-3669 as soon as possible. Late requests will be honored if possible.

Minutes of the meeting will be made available in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

***Or such earlier time as the Fine Arts Museums of San Francisco Executive Committee meeting ends, but in no event before 12:30 p.m.**

Public Meeting Requirements Relating to Accessibility (continued)

For access to 233 Post Street by BART, get off at the Montgomery Street Station. MUNI's wheelchair–accessible No. 38 line may also be taken to Geary and Stockton Streets, as well as wheelchair–accessible No. 2 line (east bound), which stops close to 233 Post Street. For more information about MUNI's accessible services, call (415) 923–6142. Accessible parking space (disabled–designated) is available at the Stockton–Sutter Parking Garage.

Accessible seating for persons with disabilities (including those using wheelchairs) will be provided.

For Telecommunication Device for the Deaf (TDD), the Museums uses California Relay Service.

Know Your Rights Under the Sunshine Ordinance

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 554–6075.

Corporation of The Fine Arts Museums
Executive Committee – Special Meeting
August 14, 1996

ORDER OF BUSINESS

I. **Calling of the Meeting to Order** – Mrs. Alfred S. Wilsey, Chairman

II. **Calling of the Roll**

Trustees:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Mrs. Ray Dolby
Richard P. Essey
Richard H. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Mrs. Gorham B. Knowles
Steven MacGregor Read
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey, Chairman
Frank Montgomery Woods

III. **Budget Report**

IV. **Communication to the Board of Trustees from Michael Alexander Regarding A New de Young Museum (See Attachment)**

V. **Adjournment – Mrs. Alfred S. Wilsey**

excac967

RECEIVED
JUL 15 1996
DIRECTORS OFFICE

Michael Alexander
1717 Mason St.
San Francisco CA 94133

Tel. (415) 441-6700
Fax (415) 346-6607
eMail malex1@aol.com

July 5, 1996

Mr. Harry Parker
The Fine Arts Museums of San Francisco
233 Post St.
San Francisco CA 94108

Dear Mr. Parker: Harry

I've recently learned that there is some confusion about my testimony before the Board of Supervisors on the de Young Museum bond issue. Some members of your Board of Directors apparently believe that I was testifying as a representative of the San Francisco Planning and Urban Research Assn.

While I am proud of my strong connections to SPUR, I was speaking as an individual, and in my remarks was careful not to mention my SPUR affiliation. SPUR has not yet taken a position on the bond measure. I am concerned about the reported misunderstanding, and would appreciate if you would copy this letter to your board, and so inform your staff.

I'm looking forward to a vigorous public debate of the bond issue's strengths and weaknesses, based on facts and free of rancor. Both sides want a wonderful museum for our city, region and visitors. Whatever the outcome of the election, you know that I will support a new de Young Museum which best serves its audience.

Yours sincerely,

Michael Alexander

Michael Alexander

cc: SPUR

SF
F40.254
#2
8/14/96
Special

CORPORATION OF THE FINE ARTS MUSEUMS

SPECIAL MEETING
Executive Committee
Board of Trustees

August 14, 1996

DOCUMENTS DEPT.
SEP 09 1996
SAN FRANCISCO
PUBLIC LIBRARY

Call to Order

A special meeting of the Executive Committee of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, August 14, 1996, in the 6th Floor Conference Room of the Museums' Administrative Offices at 233 Post Street, San Francisco. The meeting was called to order at 4:21 p.m. by Mrs. Alfred S. Wilsey, Chairman.

Roll Call

Present:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Richard P. Essey
Richard H. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Steven MacGregor Read
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Mrs. Alfred S. Wilsey, Chairman
Frank Montgomery Woods

Excused:

Mrs. Ray Dolby
Mrs. Gorham B. Knowles
Wm. Laney Thornton, Vice President/Annual Support

Non-Voting Officers Present:

Harry S. Parker III, Chief Executive Officer
Judy Gough, Executive Secretary
Steve Dykes, Treasurer

President Goss conducted the meeting, and Mrs. Gough acted as Secretary.

Budget Report

Mr. Parker advised that the Budget Committee will meet in early September, and a full report will be forthcoming at the September meeting of the Executive Committee. However, the contract between COFAM and Local 790, United Public Employees, S.E.I.U., AFL-CIO, is up for renegotiation. The subsequent proposed resolution would authorize the Chief Executive Officer to proceed with contract negotiations.

On motion, duly seconded and unanimously carried, the Executive Committee adopted the following resolution as **Board Resolution Number 175.**

> RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize its Chief Executive Officer to enter into a Memorandum of Understanding with Local 790, United Public Employees, S.E.I.U., AFL-CIO.

Communication to the Board of Trustees from Michael Alexander Regarding A New de Young Museum

Mr. Parker noted that at the request of Michael Alexander his appended letter of July 5, 1996, was being distributed to clarify Mr. Alexander's testimony before the Board of Supervisors on the bond issue. This testimony was made as an individual and not as a representative of the San Francisco Planning and Urban Research Association.

Adjournment

There being no further business, Chairman Wilsey adjourned the meeting at 1:45 p.m.

Respectfully submitted,

Judy Gough
Executive Secretary
Museums

exccm968

RECEIVED
JUL 15 1996
DIRECTORS OFFICE

Michael Alexander
1717 Mason St.
San Francisco CA 94133

Tel. (415) 441-6700
Fax (415) 346-6607
eMail malex1@aol.com

July 5, 1996

Mr. Harry Parker
The Fine Arts Museums of San Francisco
233 Post St.
San Francisco CA 94108

Dear Mr. Parker: Harry

I've recently learned that there is some confusion about my testimony before the Board of Supervisors on the de Young Museum bond issue. Some members of your Board of Directors apparently believe that I was testifying as a representative of the San Francisco Planning and Urban Research Assn.

While I am proud of my strong connections to SPUR, I was speaking as an individual, and in my remarks was careful not to mention my SPUR affiliation. SPUR has not yet taken a position on the bond measure. I am concerned about the reported misunderstanding, and would appreciate if you would copy this letter to your board, and so inform your staff.

I'm looking forward to a vigorous public debate of the bond issue's strengths and weaknesses, based on facts and free of rancor. Both sides want a wonderful museum for our city, region and visitors. Whatever the outcome of the election, you know that I will support a new de Young Museum which best serves its audience.

Yours sincerely,

Michael Alexander

Michael Alexander

cc: SPUR

FINE ARTS
MUSEUMS
of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

F4

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
Executive Committee

F
HO.254
1
12/96

Administrative Offices
233 Post Street, 6th Floor, Conference Room
San Francisco, California
Thursday, September 12, 1996, 12:30 p.m.*

DOCUMENTS DEPT
SEP 09 1996
SAN FRANCISCO
PUBLIC LIBRARY

AGENDA

Public Meeting Requirements Relating to Accessibility

The following information is in compliance with the Americans with Disabilities Act (ADA).

The following will be made available upon request:

1. American sign language interpreters
2. A sound enhancement system
3. An agenda of meeting available in alternative formats
4. A reader during the meeting.

To arrange for the above services, please contact Judy Gough (415) 750–3669 at least 72 hours prior to a meeting. Late requests will be honored if possible.

Minutes of the meeting will be made available in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

For access to 233 Post Street by BART, get off at the Montgomery Street Station. MUNI's wheelchair–accessible No. 38 line may also be taken to Geary and Stockton Streets, as well as wheelchair–accessible No. 2 line (east bound) which stops close to 233 Post Street. For more

***Or such earlier time as the Fine Arts Museums of San Francisco Executive Committee meeting ends, but in no event before 12:00 noon.**

Administrative Offices
233 Post Street, San Francisco CA 94108-5003
tel 415.750.3600 fax 415.750.7686

Public Meeting Requirements Relating to Accessibility (continued)

information about MUNI's accessible services, call (415) 923-6142. Accessible parking space (disabled-designated) is available at the Stockton-Sutter Parking Garage.

Accessible seating for persons with disabilities (including those using wheelchairs) will be provided.

For Telecommunication Device for the Deaf (TDD), the Museums uses California Relay Service.

Know Your Rights Under the Sunshine Ordinance

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 554-6075.

Excac969

Corporation of The Fine Arts Museums
Executive Committee
September 12, 1996

ORDER OF BUSINESS

I. **Calling of the Meeting to Order** – Richard W. Goss II, President

II. **Calling of the Roll**

Trustees:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Mrs. Ray Dolby
Richard P. Essey
Richard H. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Mrs. Gorham B. Knowles
Steven MacGregor Read
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey, Chairman
Frank Montgomery Woods

III. **President's Report** – Richard W. Goss II

A. Approval of the Minutes of the Special Executive Committee Meeting of June 26, 1996 (See Appendix A)

Approved ___

B. Approval of the Minutes of the Special Executive Committee Meeting of August 14, 1996 (See Appendix B)

Approved ___

C. Report on the Campaign for A New de Young Museum

III. President's Report (continued)

D. Status of Trustee Pledge for A New de Young

E. Other Informational Items

IV. Chief Executive Officer's Report – Harry S. Parker III

A. Request for Approval of Memorandum of Understanding Between COFAM and Local 790 United Public Employees, S.E.I.U., AFL–CIO

Approval ___

B. Report on COFAM Operating Budget

C. Authority to Transfer Stock and Board Resolution Number ___

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:

Harry S. Parker III, Chief Executive Officer
Stephen E. Dykes, Treasurer
Barbara Boucke, Deputy Director of Development
Robert M. Cullison, Controller

D. Other Informational Items

V. **Report of the Budget Committee** – William A. Stimson, Vice President for Finance

VI. **Report of The Fine Arts Museums Foundation** – Charles Crocker, President

VII. **Meeting Schedule** (See Appendix C)

VIII. **Future Events and Current and Future Exhibitions** (See Appendix D)

IX. **Adjournment** – Richard W. Goss II, President

excac969

FINE ARTS MUSEUMS OF SAN FRANCISCO
CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
September 12, 1996

DOCUMENTS DEPT.
SEP 09 1996
SAN FRANCISCO
PUBLIC LIBRARY

Meeting Schedule

A. Executive Committee Meetings

	Date	Time	Location
1996	November 7	Noon	233 Post Street, 6th Floor
	December 5	Noon	233 Post Street, 6th Floor
1997	February 13	Noon	233 Post Street, 6th Floor
	March 13	Noon	233 Post Street, 6th Floor
	May 8	Noon	233 Post Street, 6th Floor
	September 11	Noon	233 Post Street, 6th Floor
	November 13	Noon	233 Post Street, 6th Floor
	December 11	Noon	233 post Street, 6th Floor

B. Board of Trustees Meetings

	Date	Time	Location
1996	October 10	3:00 p.m.	Gallery 23, de Young Museum
1997	January 16	3:00 p.m.	Board Room, Legion of Honor
	April 10 (annual)	3:00 p.m.	Gallery 23, de Young Museum
	June 12	3:00 p.m.	Board Room, Legion of Honor
	October 9	3:00 p.m.	Gallery 23, de Young Museum

FINE ARTS MUSEUMS OF SAN FRANCISCO
CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
September 12, 1996

DOCUMENTS DEPT
SEP 09 1996
SAN FRANCISCO
PUBLIC LIBRARY

Future Events

Event	Date
Beat Opening	October 4, 1996
National Council	October 23-25, 1996
Nasher Opening	October 24, 1996
Peale Family Opening	January 23, 1997
Morgan Library Opening	February 12, 1997
Bouquets to Art	March 17-22, 1997
Bogie Down II Opening	April 10, 1997
Youth Arts Festival	May 7-11, 1997
Peru Opening	May 15, 1997

Current and Future Exhibitions

Title	Date	Museum/Gallery
Classical Influences in Dress*	04/27/96-10/17/96	de Young 22/25
Paris Modern: The Swedish Ballet 1920-1925*	06/19/96-09/29/96	Legion C-F/10
Irving Norman*	07/03/96-10/27/96	de Young 27
Arts of the Americas: Cultural Crosscurrents*	09/04/96-01/26/97	de Young 36/37
The Observant Eye: Drawings by Don Bacardy*	09/04/96-12/01/96	de Young 39/40
Beat Culture & the New America 1950-1965	10/05/96-12/29/96	de Young 44
Masterworks of Modern Sculpture from the Nasher Collection*	10/26/96-01/12/97	Legion A-E
Works on Paper by Sculptors from AGFA*	10/12/96-01/18/97	Legion F
If the Shoe Fits*	12/07/96-07/13/97	de Young 22/25
Shape of Belief: African Art from the Michael R. Heide Collection*	11/16/96-04/13/97	de Young 27
The Peale Family: Creation of an American Legacy 1770-1870	01/25/97-04/06/97	de Young 44
Masterpieces of the Morgan Library	02/15/97-04/27/97	Legion A-F
Anderson Collection	TBA	Legion A
Arts of the Americas: Pride of Place*	02/26/97-06/22/97	de Young 36/37
John Martin Paintings	05/00/97-07/00/97	Legion

F

Current and Future Exhibitions (continued)

Title	Date	Museum/Gallery
Life and Afterlife in Ancient Peru*	05/17/97-08/10/97	de Young 44
Andean Textiles*	05/00/97-10/00/97	de Young 28/30
Nathan Oliveira Monotypes*	05/31/97-09/07/97	Legion D-F
Arts of the Americas: Identity Crisis*	07/12/97-11/16/97	de Young 36/37
In the Mind's Eye: Paintings from Utrecht in the Golden Age*	09/06/97-11/30/97	deYoung 44
Crown Point Press*	10/04/97-01/04/98	Legion A-F & Rosekrans
Morgan Flagg Collection*	10/18/97-01/00/98	de Young 27

*Exhibitions organized by FAMSF

SF
F40.25
#2
9/12/96

CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
Board of Trustees

September 12, 1996

DOCUMENTS DEPT
OCT 07 1996
SAN FRANCISCO
PUBLIC LIBRARY

Call to Order

A meeting of the Executive Committee of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, September 12, 1996, in the 6th Floor Conference Room of the Museums' Administrative Offices at 233 Post Street, San Francisco. The meeting was called to order at 1:08 p.m. by President Richard W. Goss II. President Goss presided, and Mrs. Gough acted as Secretary.

Roll Call

Present:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Richard P. Essey
Richard H. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Mrs. Gorham B. Knowles
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Frank Montgomery Woods

Excused:

Mrs. Ray Dolby
Steven MacGregor Read
Mrs. Alfred S. Wilsey, Chairman

Non-Voting Officers Present:

Harry S. Parker III, Chief Executive Officer
Judy Gough, Executive Secretary
Steve Dykes, Treasurer

President's Report - Richard W. Goss II

A. Approval of the June 26, 1996 Minutes of the Special Executive Committee Meeting

The minutes of the June 26, 1996 special meeting of the Executive Committee, having been mailed in advance, were unanimously approved.

B. Approval of the August 14, 1996 Minutes of the Special Executive Committee Meeting

The minutes of the August 14, 1995 special meeting of the Executive Committee, having been mailed in advance, were unanimously approved.

C. Report on the Campaign for A New de Young Museum

Campaign operations continue to be active. Campaign headquarters at 445 Balboa Street between 5th and 6th Avenue has opened. Window signs and posters are visible across the City. The deadline for submission of arguments for and against Proposition B, a $73.3 million general obligation bond measure, occurred several weeks ago. Thirty-eight arguments in support of Proposition B were filed representing a broad and diverse cross section of the community. There were twenty arguments in opposition to the bond measure. The difficulty of securing a two-thirds vote in favor of Proposition B was emphasized.

D. Status of Trustee Pledge for A New de Young Museum

President Goss advised that Trustee pledges total approximately $27 million toward the $44.1 million private fund raising goal for this $117.4 million project. The Board of Trustees was acknowledged for its unqualified commitment to a new de Young Museum in Golden Gate Park.

Chief Executive Officer's Report - Harry S. Parker III

A. Request for Approval of Memorandum of Understanding Between COFAM and Local 790 United Public Employees, S.E.I.U., AFL-CIO

Mr. Parker reported that negotiations between COFAM and Local 790 have been completed resulting in an additional budget cost of approximately $50,000. At its meeting of September 11, 1996, the Budget Committee adopted a resolution, which recommended that the Executive Committee ratify the contract.

A. Request for Approval of Memorandum of Understanding Between COFAM and Local 790 United Public Employees, S.E.I.U., AFL-CIO (continued)

On motion, duly seconded, and carried unanimously the Executive Committee authorized the COFAM Chief Executive Officer to enter into the Memorandum of Understanding between COFAM and Local 790 United Public Employees, S.E.I.U., AFL-CIO.

B. Report on COFAM Operating Budget

Mr. Parker presented the Fiscal Year 1995-96 Year End Operating Budget Report Pre Audit Results. For the fiscal year ended June 30, 1996, the cumulative bottom line was $122,026. Plant Fund costs were $358,952 additional, for an overall year end finish of ($236,916). Support and revenue at $14,057,805 were 24% higher than original budget due to the favorable response to the re-opening of the Legion of Honor, the success of the first year of the FAM membership program, and the popular Faberge exhibition.

Expenses at $13,935,769 were also higher than budget. Personnel was up 9% due to higher costs than expected to operate both Museums, delivering an ambitious exhibition program at both sites, staffing store money-making opportunities, and servicing the new FAM membership. Other expenses were up 38% due largely to Faberge local and national tour expenses covered by corporate support plus authorized additions to the budget in the fourth quarter for the one-time cost of computer technology initiatives, plant maintenance, equipment, and funding of the Campaign for A New de Young Museum.

The COFAM Reserve dropped from $2.7 million in May with $401,444 in accounts payable to $1,041,722 at the end of June with $2,991,126 in accounts payable. The sizable accounts payable jump was basically due to the one-time fourth quarter other expenses, coupled with Faberge and the usual capture in June of all outstanding expenses for the year. On July 31, 1996, accounts payable feel to $1,500,369 and the operating bottom line was $938,863 due primarily to Faberge, driving the reserve back up to $2,368,490. However, tight fiscal management will be essential throughout the new fiscal year to keep the reserve at the $2 million minimum required by Board policy.

It was pointed out that the Museums was in the fortunate position to be able to make a number of one-time expenses in the fourth quarter. Had these investments not been made the cumulative bottom line for the fiscal year would have significantly exceeded the bottom line figure of $122,026. The Executive Committee expressed appreciation to Harry Parker, Director of Museums; Steve Dykes, Deputy Director for Administration and Finance; and Rob Cullison, Controller; for these positive financial results with a round of applause.

C. **Authority to Transfer Stock and Board Resolution Number 176**

Mr. Parker presented the following resolution, which was unanimously adoped as Board Resolution 176:

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums (COFAM) does hereby authorize that any two of the following individuals are hereby fully authorized and empowered to sell, assign, transfer, and deliver any and all shares of stock, bonds, debentures, notes, evidences of indebtedness, or other securities now or hereafter standing in the name of or owned by this Corporation and to make, execute, and deliver any and all written instruments necessary or proper to effectuate the authority hereby conferred, including execution of all written instructions necessary for our nominee, Wells Fargo Bank, to implement the transaction.

Authorized Individuals:

Harry S. Parker III, Chief Executive Officer
Stephen E. Dykes, Treasurer
Barbara Boucke, Deputy Director for Development
Robert M. Cullison, Controller

Report of the Budget Committee - William A. Stimson, Vice President for Finance

Mr. Stimson advised that Mr. Parker had aptly addressed the matters before the Budget Committee at its meeting on September 11, 1996. The Committee will meet to review first quarter results (July - September) on October 31, 1996.

Report of The Fine Arts Museums Foundation - Charles Crocker, President

Mr. Crocker presented the Foundation's Endowment Fund Report. He stated that at the close of business on September 11, 1996, the Endowment Fund portfolio was valued at $46,691,362. It was invested 61.5% in equities, 36% in fixed income, and 2.5% in cash and cash equivalents. A meeting of the Board of Trustees of The Fine Arts Museums Foundation will be held on September 17, 1996; a detailed report will be presented at the October 10, 1996 Board of Trustees meeting.

Public Comment

At this time, members of the public were invited to address the Executive Committee on matters, which are within the subject matter jurisdiction of the Corporation of The Fine Arts Museums. Members of the public may address the Committee for up to three minutes; the President or the Executive Committee may limit the total testimony to thirty minutes. No public testimony was received.

Corporation of The Fine Arts Museums
Executive Committee
September 12, 1996

Meeting Schedule

A. Executive Committee Meetings

	Date	Time	Location
1996	November 7	Noon	233 Post Street, 6th Floor
	December 5	Noon	233 Post Street, 6th Floor
1997	February 13	Noon	233 Post Street, 6th Floor
	March 13	Noon	233 Post Street, 6th Floor
	May 8	Noon	233 Post Street, 6th Floor
	September 11	Noon	233 Post Street, 6th Floor
	November 13	Noon	233 Post Street, 6th Floor
	December 11	Noon	233 post Street, 6th Floor

B. Board of Trustees Meetings

	Date	Time	Location
1996	October 10	3:00 p.m.	Gallery 23, de Young Museum
1997	January 16	3:00 p.m.	Board Room, Legion of Honor
	April 10 (annual)	3:00 p.m.	Gallery 23, de Young Museum
	June 12	3:00 p.m.	Board Room, Legion of Honor
	October 9	3:00 p.m.	Gallery 23, de Young Museum

Future Events

Event	Date
Beat Opening	October 4, 1996
National Council	October 23-25, 1996
Nasher Opening	October 24, 1996
Peale Family Opening	January 23, 1997
Morgan Library Opening	February 12, 1997
Bouquets to Art	March 17-22, 1997
Bogie Down II Opening	April 10, 1997
Youth Arts Festival	May 7-11, 1997
Peru Opening	May 15, 1997

Current and Future Exhibitions

Title	Date	Museum/Gallery
Classical Influences in Dress*	04/27/96-10/17/96	de Young 22/25
Paris Modern: The Swedish Ballet 1920-1925*	06/19/96-09/29/96	Legion C-F/10
Irving Norman*	07/03/96-10/27/96	de Young 27
Arts of the Americas: Cultural Crosscurrents*	09/04/96-01/26/97	de Young 36/37
The Observant Eye: Drawings by Don Bacardy*	09/04/96-12/01/96	de Young 39/40
Beat Culture & the New America 1950-1965	10/05/96-12/29/96	de Young 44
Masterworks of Modern Sculpture from the Nasher Collection*	10/26/96-01/12/97	Legion A-E
Works on Paper by Sculptors from AGFA*	10/12/96-0l/18/97	Legion F
If the Shoe Fits*	12/07/96-07/13/97	de Young 22/25
Shape of Belief: African Art from the Michael R. Heide Collection*	11/16/96-04/13/97	de Young 27
The Peale Family: Creation of an American Legacy 1770-1870	01/25/97-04/06/97	de Young 44
Masterpieces of the Morgan Library	02/15/97-04/27/97	Legion A-F
Anderson Collection	02/08/97-TBA	Legion A
Arts of the Americas: Pride of Place*	02/26/97-06/22/97	de Young 36/37
John Martin Paintings	05/00/97-07/00/97	Legion
Life and Afterlife in Ancient Peru*	05/17/97-08/10/97	de Young 44
Andean Textiles*	05/00/97-10/00/97	de Young 28/30
Nathan Oliveira Monotypes*	05/31/97-09/07/97	Legion D-F
Arts of the Americas: Identity Crisis*	07/12/97-11/16/97	de Young 36/37
In the Mind's Eye: Paintings from Utrecht in the Golden Age*	09/06/97-11/30/97	deYoung 44
Crown Point Press*	10/04/97-01/04/98	Legion A-F & Rosekrans
Morgan Flagg Collection*	10/18/97-01/00/98	de Young 27

*Exhibitions organized by FAMSF

Adjournment

There being no further business, President Goss adjourned the meeting at 1:30 p.m.

Respectfully submitted,

Judy Gough
Executive Secretary
Museums

exccm9692

FINE ARTS
MUSEUMS
of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

SF
340.254
#1
11/7/96

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
Executive Committee

DOCUMENTS DEPT.
NOV 04 1996
SAN FRANCISCO
PUBLIC LIBRARY

Administrative Offices
233 Post Street, 6th Floor, Conference Room
San Francisco, California
Thursday, November 7, 1996, 12:30 p.m.*

AGENDA

Public Meeting Requirements Relating to Accessibility

The following information is in compliance with the Americans with Disabilities Act (ADA).

The following will be made available upon request:

1. American sign language interpreters
2. A sound enhancement system
3. An agenda of meeting available in alternative formats
4. A reader during the meeting.

To arrange for the above services, please contact Judy Gough (415) 750–3669 at least 72 hours prior to a meeting. Late requests will be honored if possible.

Minutes of the meeting will be made available in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

For access to 233 Post Street by BART, get off at the Montgomery Street Station. MUNI's wheelchair–accessible No. 38 line may also be taken to Geary and Stockton Streets, as well as wheelchair–accessible No. 2 line (east bound) which stops close to 233 Post Street. For more

***Or such earlier time as the Fine Arts Museums of San Francisco Executive Committee meeting ends, but in no event before 12:00 noon.**

Public Meeting Requirements Relating to Accessibility (continued)

information about MUNI's accessible services, call (415) 923-6142. Accessible parking space (disabled-designated) is available at the Stockton-Sutter Parking Garage.

Accessible seating for persons with disabilities (including those using wheelchairs) will be provided.

For Telecommunication Device for the Deaf (TDD), the Museums uses California Relay Service.

Know Your Rights Under the Sunshine Ordinance

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 554-6075.

Excac9611

Corporation of The Fine Arts Museums
Executive Committee
November 7, 1996

ORDER OF BUSINESS

I. **Calling of the Meeting to Order** – Mrs. Alfred S. Wilsey, Chairman

II. **Calling of the Roll**

Trustees:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Mrs. Ray Dolby
Richard P. Essey
Richard H. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Mrs. Gorham B. Knowles
Steven MacGregor Read
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey, Chairman

III. **Chairman's Report –** Mrs. Alfred S. Wilsey

A. Report on the Campaign to Rebuild the de Young Museum

B. Other Informational Items

IV. **President's Report** – Richard W. Goss II

A. Approval of the Minutes of the Board of Trustees Meeting of October 10, 1996 (See Appendix A)

Approved ___

B. December 5, 1996 Executive Committee Meeting Change in Location or Cancellation

C. Other Informational Items

V. **Chief Executive Officer's Report** – Harry S. Parker III

A. Report on COFAM Operating Budget as of September 30, 1996 (See Attachment B)

B. Museum Society Wind Up and Dissolution and Board Resolution ___

WHEREAS, The Board of Trustees of the Fine Arts Museums of San Francisco has taken action by resolution to wind up and dissolve The Museum Society by December 31, 1996; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of the Fine Arts Museums does hereby authorize the President of the COFAM Board of Trustees and the COFAM Chief Executive Officer to take all actions they deem to be necessary and advisable to accomplish the wind up and dissolution of The Museum Society by December 31, 1996.

Approved ___

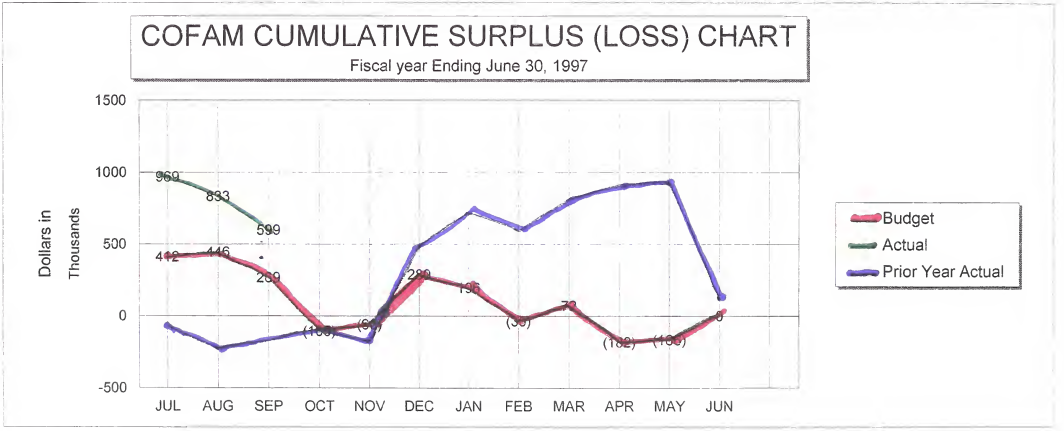
C. Other Informational Items

VI. **Meeting Schedule** (See Appendix C)

VII. **Adjournment** – Mrs. Alfred S. Wilsey, Chairman

excac9611

COFAM OPERATING BUDGET REPORT
September 30, 1996


COFAM CUMULATIVE SURPLUS (LOSS) CHART
Fiscal year Ending June 30, 1997
Dollars in Thousands
1500
1000
500
0
-500
969
833
599
412
446
269
(108)
(82)
299
135
(56)
79
(182)
(136)
0
JUL
AUG
SEP
OCT
NOV
DEC
JAN
FEB
MAR
APR
MAY
JUN
Budget
Actual
Prior Year Actual

COFAM FY 1996-97 Operating Budget At September 30, 1996 (3 Months --25% Of The Budget Year)

	(1)		(2)			(3)			(4)
	September----------		3-Months----------			% Actual			
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	To Annual Budget----	----------	Actual Prior Year At 3 Months	Notes
SUPPORT & REVENUE									
Support									
1) Annual Contributions	133,000	89,593	301,000	332,003	31,003	2,100,000	15.8%	214,185	See Appendix "A" page 5 for details
2) Society Contribution	0	0	0	0	0	0	0.0%	221,250	
3) Foundation Endowment Support	82,240	82,240	246,720	246,720	0	986,895	25.0%	230,001	
4) Specified Funds									
--Curatorial/Conservation	27,262	41,072	68,154	92,385	24,231	327,145	28.2%	67,971	
--Achenbach Collection Mgmt. Project	0	(0)	0	5,102	5,102	0	0.0%	24,652	
--Publications	2,500	1,110	2,500	1,110	(1,390)	64,000	1.7%	28,650	
--Exhibition Funds Secured	29,000	30,817	38,000	43,883	5,883	471,541	9.3%	67,802	
--Exhibition Funds To Be Raised	0	5,000	0	5,000	5,000	100,000	5.0%	0	
--Education Programs	40,175	38,848	40,175	38,848	(1,327)	237,700	16.3%	49,053	
--General	7,448	18,765	18,620	21,763	3,143	89,379	24.3%	59,707	
Subtotal Specified Funds	106,385	135,612	187,449	208,091	40,642	1,289,765	16.1%	297,835	
5) COFAM Investment Income	15,000	2,180	45,000	41,045	(3,954)	150,000	27.4%	60,385	
Subtotal Support	336,625	309,625	760,189	827,860	67,691	4,526,660	18.3%	1,023,656	

	(1)		(2)			(3)			(4)
	September		3-Months			% Actual		Actual Prior	Notes
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	To Annual Budget		Year At 3 Months	
Revenue									
6) Museum Store Sales	154,168	100,111	784,486	1,079,887	295,401	2,282,100	47.3%	277,189	See Appendix "B" page 6 for details
Less Discounts	(10,377)	(4,816)	(49,755)	(41,743)	8,012	(150,179)	27.8%	(43,945)	
Less Cost of Goods	(79,573)	(45,808)	(409,161)	(517,813)	(108,652)	(1,184,109)	43.7%	(134,658)	
Less Commissions	(1,228)	0	(2,455)	0	2,455	(13,500)	0.0%	0	
Gross Profit	62,990	49,487	323,115	520,331	197,216	934,312	55.7%	98,586	
7) Facilities Rental Gross	30,000	47,850	80,000	97,646	17,646	425,000	23.0%	11,600	
8) Benefits Gross Income	0	2,312	0	2,312	2,312	45,000	5.1%	31,250	
9) General Admissions COFAM Net	149,064	79,441	598,025	536,330	(61,695)	1,559,561	34.4%	167,408	Museum Attendance -
10) Food & Beverage Concession Fees	15,203	6,644	56,209	36,384	(19,825)	191,281	19.0%	14,835	September: 39,417 visitors, 53% paid, budgeted - 75,000 visitors, 45% paid
11) Exhibition Program Earned Income	115,000	(4,524)	251,400	260,442	9,042	616,199	42.3%	3,500	Year to Date: 257,507 visitors, 50% paid, budgeted - 305,000, 46% paid
12) Museum Society Membership Services	0	0	0	0	0	0	0.0%	127,591	
14)FAM Membership Dues	163,944	129,317	610,632	537,321	(73,311)	2,640,000	20.4%	356,707	Year to date: 10,108 dues paid members averaging $53 16 per member
15) Conservation Services	16,333	13,771	49,000	44,310	(4,690)	196,480	22.6%	46,606	Compared to budgeted goals of 10,177 dues paid members averaging $60 per member
16) Miscellaneous									48,091 active members
--Development Trip Fees	20,000	0	45,000	18,108	(26,892)	120,000	15.1%	7,650	
--Other Fees	27,296	66,706	81,888	134,874	52,986	327,550	41.2%	39,202	
Subtotal Revenue	599,830	391,004	2,095,269	2,188,058	92,789	7,055,383	31.0%	904,934	
Total Support & Revenue	936,455	700,629	2,855,438	3,015,918	160,480	11,582,043	26.0%	1,928,590	

	(1)		(2)			(3)			(4)
	September		3-Months			% Actual			Notes
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	To Annual Budget		Actual Prior Year At 3 Months	
EXPENSES									
Personnel Expenses									
17) Curatorial									
Curatorial/Conservation/Education	163,630	166,715	490,891	492,438	1,547	2,127,196	23.1%	404,751	
Project Funded Term Employees	34,475	20,563	109,437	81,648	(27,789)	375,580	21.7%	108,177	
Exhibit Group	54,696	54,875	164,089	148,555	(15,534)	711,052	20.9%	143,561	
Exhibit Program Temporary Labor	36,120	23,889	43,240	56,199	12,959	139,120	40.4%	12,634	
18) Development	27,385	31,528	82,156	89,574	7,418	356,010	25.2%	70,715	
19) Administration									
Administration General	80,745	96,360	242,233	244,143	1,910	1,049,675	23.3%	163,834	
Operations Group	14,706	15,550	44,118	43,334	(784)	191,177	22.7%	39,853	
Stores	31,505	33,993	99,152	131,107	31,955	428,710	30.6%	90,014	
Facilities Rental	11,784	13,427	35,350	24,499	(10,851)	153,182	16.0%	21,984	
20) Marketing & Membership	0	0							
General	16,249	15,802	48,747	45,707	(3,040)	211,239	21.6%	53,293	
Public Relations & Advertising	20,842	18,184	62,524	55,366	(7,158)	270,926	20.4%	37,018	
FAM Membership Services	26,230	24,060	78,690	82,025	3,335	340,989	24.1%	63,053	
Museum Society Membership Services	0	0	0	0	0	0	0.0%	42,031	
Subtotal Personnel	518,367	514,946	1,500,627	1,494,595	(6,032)	6,354,866	23.5%	1,250,918	

	(1)		(2)			(3)			(4)
	September----------		3-Months----------			% Actual			Notes
	Onginal Budget	Actual	Original Budget	Actual	Vanance to Y-T-D Budget	To Annual Budget----	----------	Actual Prior Year At 3 Months	
Other Expenses									
21) Curatonal									
Curatonal/Conservation/Education	29,982	49,743	73,189	135,117	61,928	493,734	27.4%	90,623	
Publications	2,500	1,110	2,500	1,110	(1,390)	64,000	1.7%	28,650	
Exhibit Group	6,930	2,060	17,324	7,612	(9,712)	83,155	9.2%	12,230	
Exhibit Program	275,613	103,320	415,011	190,527	(224,484)	1,583,544	12.0%	139,782	
22) Development									
Development General	41,716	20,268	78,289	46,030	(32,259)	527,525	8.7%	84,729	
Benefits	0	6,336	0	6,336	6,336	19,800	32.0%	1,302	
23) Administration									
Administration General	61,683	88,146	160,375	174,497	14,122	740,191	23.6%	157,802	
Operations Group	41,072	38,274	105,565	109,342	3,777	487,225	22.4%	74,612	
Facilities Rental	3,950	3,439	9,950	5,009	(4,941)	60,350	8.3%	909	
Stores	4,970	9,237	9,941	50,292	40,351	52,268	96.2%	15,256	
Stores AAM Payable	0	0	0	0	0	0	0.0%	0	
24) Marketing & Membership									
General	9,217	488	23,965	18,414	(5,551)	110,609	16.6%	28,261	
Public Relations & Advertising	27,235	32,485	79,763	63,134	(16,629)	390,060	16.2%	45,861	
FAM Membership Services	89,653	64,527	109,781	114,889	5,108	614,716	18.7%	89,093	
Museum Society Membership Services	0	0	0	0	0	0	0.0%	71,070	
Subtotal Other Expenses	594,521	419,433	1,085,653	922,309	(163,344)	5,227,177	17.6%	840,180	
Total Expenses	1,112,888	934,379	2,586,280	2,416,904	(169,376)	11,582,043	20.9%	2,091,098	
SUPPORT & REVENUE OVER EXPENSES	(176,433)	(233,750)	269,158	599,014	329,856	0	n/a	(162,508)	
LESS PLANT FUND DEPRECIATION	(20,595)	(20,595)	(61,785)	(61,785)	0	(259,500)	23.8%	(59,721)	
		0							
	(197,028)	(254,345)	207,373	537,229	329,856	(259,500)	n/a	(222,229)	

Annual Contributions Report -- Month Ending September 30, 1996 (25% Of The Budget Year)

(1)	(2)			(3)				(3)	
Contribution Categories	September 1996 Budget	Actuals	September'95 Actuals	Year To Date Budget	Actuals	Variance to Y-T-D Budget	Prior Year Actuals	Current Year Annual Goals	Current Year % of Annual Goals Achieved
1) Associates ($5,000 and up)	65,000	31,000	50,000	165,000	160,102	(4,898)	29,882	1,150,000	13.9%
2) Patrons ($2,500 - $5,000)	0	0	0	0	2,750	2,750	7,000	45,000	6.1%
3) Friends ($1,000 - $2,500)	25,000	36,059	22,056	65,000	77,516	12,516	32,628	350,000	22.1%
4) National Council/Other	3,000	4,700	3,209	6,000	11,795	5,795	14,651	40,000	29.5%
5) Mail Drive	10,000	335	22,031	10,000	1,110	(8,890)	865	150,000	0.7%
6) Phone Campaign	0	0	160	0	0	0	3,315	140,000	0.0%
7) Business	20,000	17,500	7,710	35,000	48,135	13,135	5,593	125,000	38.5%
8) Foundations	10,000	0	10,000	20,000	30,595	10,595	5,085	100,000	30.6%
	133,000	89,594	115,166	301,000	332,003	31,003	99,019	2,100,000	15.8%

	In House Merchandising						Outside Merchandising			
	(1) deYoung Store		(2) Legion Store		(3) Faberge Store		(4) Wholesale & Royalties		(5) Grand Totals	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Sales	293,700	150,464	274,050	232,356	192,000	675,965	33,636	21,103	793,386	1,079,888
Discounts	(26,433)	(9,549)	(16,443)	(9,190)	(7,680)	(23,004)	0	0	(50,556)	(41,743)
Cost of Goods	(149,787)	(74,883)	(142,506)	(116,172)	(103,680)	(317,342)	(17,728)	(9,417)	(413,701)	(517,814)
Commissions	0	0	0	0	0	0	0	0	0	0
Gross Profit	117,480	66,032	115,101	106,994	80,640	335,619	15,908	11,686	329,129	520,331
Personnel Expenses	59,346	74,659	28,578	15,001	4,635	32,981	6,594	8,466	99,153	131,107
Other Expenses	6,056	17,986	2,086	3,728	900	28,578	0	0	9,042	50,292
Total Expenses	65,402	92,645	30,664	18,729	5,535	61,559	6,594	8,466	108,195	181,399
Gross Profit Over Expens	52,078	(26,613)	84,437	88,265	75,105	274,060	9,314	3,220	220,934	338,932
Variance to Year To Date		(78,691)		3,828		198,955		(6,094)		117,998

COFAM Balance Sheet At September 30,1996

ASSETS		LIABILITIES & FUND BALANCES	
Cash	522,337	Accounts Payable	659,711
Cash Equivalents	2,150,157	Other Accrued Liabilities	3,236,750
Accounts Receivable	2,916,676	Deferred Income - Restricted	665,056
Prepaid Expenses	301,451	Deferred Income - Unrestricted	2,618,130
Note Receivable	100,000	Fund Balances	
Inventory - Store	836,636	Unrestricted Fund	3,340,369
Inventory - Publications	412,562	Plant Fund	(2,173,995)
Investment in Bonds	650,000	Revenues over Expenses	443,865
Furniture & Equipment (Net)	900,067	(Note 2)	
	8,789,886		8,789,886

COFAM Reserve At 9/30/96 *1,677,653

Note 1 -- Reserve Formula

Cash & Cash Equivalents	2,672,494
Bonds	650,000
Accounts Receivable	2,916,676
Less Accounts Payable	(659,711)
Less Other Accrued Liabilities	(3,236,750)
Less Deferred Income - Restricted	(665,056)
	1,677,653

Note 2 -- Revenues over Expenses

Operating Revenue over Expenses	599,634
Less Plant Fund	(167,486)
Less Restricted Funds	11,717
Less Airport Fund	0
Surplus / (Deficit)	443,865

COFAM Balance Sheet At August 31,1996

ASSETS		LIABILITIES & FUND BALANCES	
Cash	533,817	Accounts Payable	685,643
Cash Equivalents	2,390,939	Other Accrued Liabilities	3,217,666
Accounts Receivable	3,431,491	Deferred Income - Restricted	923,433
Prepaid Expenses	239,585	Deferred Income - Unrestricted	2,618,115
Note Receivable	100,000	Fund Balances	
Inventory - Store	677,440	Unrestricted Fund	3,340,369
Inventory - Publications	403,784	Plant Fund	(2,173,995)
Investment in Bonds	650,000	Revenues over Expenses	736,487
Furniture & Equipment (Net)	920,662	(Note 2)	
	9,347,718		9,347,718

COFAM Reserve At 8/31/96 2,179,505

Note 1 -- Reserve Formula

Cash & Cash Equivalents	2,924,756
Bonds	650,000
Accounts Receivable	3,431,491
Less Accounts Payable	(685,643)
Less Other Accrued Liabilities	(3,217,666)
Less Deferred Income - Restricted	(923,433)
	2,179,505

Note 2 -- Revenues over Expenses

Operating Revenue over Expenses	832,764
Less Plant Fund	(109,288)
Less Restricted Funds	12,409
Less Airport Fund	602
Surplus / (Deficit)	736,487

COFAM Operating Budget Report

September 30, 1996

Overview

For the three months ended September 30, 1996, the cumulative operating budget bottom line was $599,014 which is $329,856 higher than budget due to *Faberge* July profit and other expenses not incurred as soon as expected.

Support continues to be modestly ahead of budget by $67,691. Revenues primarily earned in July were $160,480 more than budgeted with gains in store sales from *Faberge*. However, admissions income and membership dues are now falling behind budget. Personnel costs were slightly under budget; other expenses were considerably below budget. The COFAM Reserve stood at $1,677,653 compared to the minimum $2 million level set by board policy.

Museum management is analyzing first quarter results of the fiscal year and recasting the annual budget for a mid-November meeting of the Budget Committee. Balance sheet and reserve fund levels will also be examined. Without any shows likely to draw large crowds and motivate new and old members, the last half of the fiscal year will require tight controls to keep the operating budget balanced.

Support and Revenue

Annual Contributions were ahead by $31,003 with small plusses in most categories (Appendix "A" page 5.) Store profits were up with the *Faberge* store carrying the day (Appendix

"B" page 6). General admissions income fell sharply in September without a major exhibit at either museum throughout the month. Membership dues income also lagged budget.

Expenses

Personnel costs were just below budget. Store personnel costs were running higher primarily because of additional *Faberge* staffing.

Other expenses were $163,344 below budget. Exhibit Program costs were $224,484 less than expected – a combination of invoice receipt / payment timing as well as savings. Curatorial other expenses were up sharply for the first quarter but within the annual budget program. Store expenses were up due to the expansion of the money-making *Faberge* store.

# # #

brept 10/30/96

FINE ARTS MUSEUMS OF SAN FRANCISCO
CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
November 7, 1996

Meeting Schedule

A. Executive Committee Meetings

	Date	Time	Location
1966	December 5	Noon	233 Post Street, 6th Floor
1997	February 13	Noon	233 Post Street, 6th Floor
	March 13	Noon	233 Post Street, 6th Floor
	May 8	Noon	233 Post Street, 6th Floor
	September 11	Noon	233 Post Street, 6th Floor
	November 13	Noon	233 Post Street, 6th Floor
	December 11	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings

	Date	Time	Location
1997	January 16	noon	Board Room, Legion of Honor
	April 10 (annual)	3:00 p.m.	Gallery 23, de Young Museum
	June 12	3:00 p.m.	Board Room, Legion of Honor
	October 9	3:00 p.m.	Gallery 23, de Young Museum

F40.254
#2
11/7/96

CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
Board of Trustees

November 7, 1996

DOCUMENTS DEPT
NOV 2 1996
SAN FRANCISCO
PUBLIC LIBRARY

Call to Order

A meeting of the Executive Committee of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, November 7, 1996, in the 6th Floor Conference Room of the Museums' Administrative Offices at 233 Post Street, San Francisco. The meeting was called to order at 1:56 p.m. by Mrs. Alfred S. Wilsey, Chairman. Trustee Goodyear was welcomed as a new member of the Executive Committee replacing Frank Montgomery Woods, who resigned. President Goss presided, and Mrs. Gough acted as Secretary.

Roll Call

Present:

Robert J. Bransten, Vice President/Collections
Mrs. Ray Dolby
Richard P. Essey
Richard H. Finn
Mrs. Richard Goodyear
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Mrs. Gorham B. Knowles
Steven MacGregor Read
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey

Excused:

Charles Crocker
Ms. Frankie Jacobs Gillette

Non-Voting Officers Present:

Harry S. Parker III, Chief Executive Officer
Judy Gough, Executive Secretary
Steve Dykes, Treasurer

Chairman's Report - Mrs. Alfred S. Wilsey

A. Report on the Campaign to Rebuild the de Young Museum

Mrs. Wilsey noted the discussion regarding Proposition B, which occurred at the meeting of the Executive Committee of the Board of Trustees of the Fine Arts Museums of San Francisco immediately preceding this meeting. She expressed appreciation once again to all who worked so diligently on the Proposition B campaign and stressed the importance of moving forward in an expeditious and thoughtful manner to identify next steps.

President's Report - Richard W. Goss II

A. Approval of the Minutes of the October 10, 1996 Meeting of the Board of Trustees

The minutes of the October 10, 1996 meeting of the Board of Trustees, having been mailed in advance, were unanimously approved.

B. December 5, 1996 Executive Committee meeting Change in Time and Location

President Goss stated the change in time and location for the December 5, 1996 FAMSF Executive Committee meeting to 3:00 p.m., Gallery 23, M. H. de Young Memorial Museum. The December 5, 1996 COFAM Executive Committee will convene immediately following the FAMSF Executive Committee meeting.

Chief Executive Officer's Report - Harry S. Parker III

A. Report on COFAM Operating Budget as of September 30, 1996

Steve Dykes, Deputy Director for Administration and Finance, presented the COFAM Operating Budget Report as of September 30, 1996. For the first three months of the 1996-97 fiscal year, the cumulative operating budget bottom line was $599,014, which is $329,856 higher than budget due to *Faberge* July profit and other expenses not incurred as soon as expected.

Support continues to be modestly ahead of budget by $67,691. Revenues primarily earned in July were $160,480 more than budgeted with gains in store sales from *Faberge*. However, admissions income and membership dues are now falling behind budget. Personnel costs were slightly under budget; other expenses were considerably below budget. The COFAM reserve stood at $1,677,653 compared to the minimum $2 million level set by Board policy.

A. Report on COFAM Operating Budget as of September 30, 1996 (continued)

A meeting of the Budget Committee has been scheduled for November 13, 1996 to review first quarter actual results in detail. Management options to achieve a balanced operating budget at fiscal year end and to restore the reserve to the $2 million level required by Board policy will be presented at the Budget Committee meeting.

B. Museum Society Wind Up and Dissolution and Board Resolution 178

Mr. Parker reported that a final meeting has been scheduled for November 19, 1996 to wind up and dissolve the Museum Society. The subsequent resolution was unanimously adopted as **Board Resolution 178:**

> WHEREAS, The Board of Trustees of the Fine Arts Museums of San Francisco has taken action by resolution to wind up and dissolve The Museum Society by December 31, 1996; now, therefore, be it
>
> RESOLVED, That the Board of Trustees of the Corporation of the Fine Arts Museums does hereby authorize the President of the COFAM Board of Trustees and the COFAM Chief Executive Officer to take all actions they deem to be necessary and advisable to accomplish the wind up and dissolution of The Museum Society by December 31, 1996.

Meeting Schedule

A. Executive Committee Meetings

	Date	Time	Location
1996	December 5	3 p.m.	Gallery 23, de Young Museum
1997	February 13	Noon	233 Post Street, 6th Floor
	March 13	Noon	233 Post Street, 6th Floor
	May 8	Noon	233 Post Street, 6th Floor
	September 11	Noon	233 Post Street, 6th Floor
	November 13	Noon	233 Post Street, 6th Floor
	December 11	Noon	233 post Street, 6th Floor

Meeting Schedule (continued)

B. Board of Trustees Meetings

	Date	Time	Location
1997	January 16	noon	Board Room, Legion of Honor
	April 10 (annual)	3:00 p.m.	Gallery 23, de Young Museum
	June 12	3:00 p.m.	Board Room, Legion of Honor
	October 9	3:00 p.m.	Gallery 23, de Young Museum

Adjournment

There being no further business, Chairman Wilsey adjourned the meeting at 2:00 p.m.

Respectfully submitted,

Judy Gough
Executive Secretary
Museums

excmc9611

FINE ARTS
MUSEUMS
of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

DOCUMENTS DEPT
NOV 27 1996
SAN FRANCISCO
PUBLIC LIBRARY

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
Executive Committee

40.254

M. H. de Young Memorial Museum, Gallery 23
Golden Gate Park
San Francisco, California
Thursday, December 5, 1996, 3:00 p.m.*

NOTE: CHANGE IN TIME AND LOCATION

AGENDA

Public Meeting Requirements Relating to Accessibility

The subsequent information is in compliance with the Americans with Disabilities Act (ADA); the following will be made available upon request:

1. American sign language interpreters
2. A sound enhancement system
3. An agenda of meeting available in alternative formats
4. A reader during the meeting

To arrange for the above services, please contact Judy Gough at (415) 750-3669 at least two working days prior to the meeting.

Minutes of the meeting will be made in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that other may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 44 line (south bound) stops in front of the de Young Museum. The No. 44 line (north bound) stops in front of the Academy of Sciences.

For access to the de Young Museum by BART from the East Bay, get off at the New Montgomery Station. Take MUNI's No. 38 line (Geary) to 6th Avenue and transfer to the No. 44 line (O'Shaughnessy).

***Or such earlier time as the Fine Arts Museums of San Francisco Executive Committee meeting ends, but in no event before 3:00 p.m.**

Administrative Offices
233 Post Street, San Francisco, CA 94108-3003
tel: 415 750 3600 fax: 415 750 7666

For access to the de Young Museum by BART from Daly City, get off at the Civic Center Station. Take MUNI's No. 71 line (outbound) and transfer at 6th Avenue at Lincoln Way to the No. 44 line (O'Shaughnessy).

There is accessible parking spaces (disabled–designated) available at the following locations:

a) The de Young Museum parking lot (driveway access at 10th Avenue and Kennedy Drive).

b) The Music Concourse area, east end (access from Tea Garden Drive).

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

Know Your Rights Under the Sunshine Ordinance

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 554–6075.

Corporation of The Fine Arts Museums
Executive Committee
December 5, 1996

ORDER OF BUSINESS

I. **Calling of the Meeting to Order** – Mrs. Alfred S. Wilsey, Chairman

II. **Calling of the Roll**

Trustees:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Mrs. Ray Dolby
Richard P. Essey
Richard H. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Mrs. Gorham B. Knowles
Steven MacGregor Read
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey, Chairman

III. **Chairman's Report –** Mrs. Alfred S. Wilsey

A. Report on the Committee for a New de Young Museum

B. Other Informational Items

IV. **President's Report** – Richard W. Goss II

A. Approval of the Minutes of the Board of Trustees Meeting of November 7, 1996 (See Appendix A)

Approved ___

B. Year End Gift Campaign

C. Other Informational Items

V. **Chief Executive Officer's Report** – Harry S. Parker III

A. Report on COFAM Operating Budget as of October 31, 1996

V. **Chief Executive Officer's Report** – Harry S. Parker III (continued)

B. Repayment of the Loan of the Osher Sculpture Garden Fund for de Young Museum Seismic Bracing and Board Resolution ___

WHEREAS, In December 1990, The Bernard Osher Foundation made a restricted gift to the Corporation of The Fine Arts Museums (COFAM) to build a sculpture garden at the M. H. de Young Memorial Museum; and

WHEREAS, The Osher Foundation agreed in June 1993 to allow a loan of the sculpture garden funds to pay for temporary seismic improvements to prevent the de Young Museum from collapsing in the event of a major earthquake; and

WHEREAS, The loan obligation of principal and interest was $2,534,485 at June 30, 1996; and

WHEREAS, The COFAM Board of Trustees had hoped to pay off the loan from proceeds from a City of San Francisco general obligation bond sale to build a new de Young Museum; and

WHEREAS, The $73.3 million new de Young general obligation bond measure on the November 1996 San Francisco ballot was not approved; and

WHEREAS, It is prudent to settle the Osher sculpture garden loan at this time from the Museums' own resources; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby request that the Fine Arts Museums Foundation transfer to COFAM an amount sufficient to repay the Osher sculpture garden loan from board designated unrestricted endowment funds; and be it

FURTHER RESOLVED, That the COFAM Board of Trustees expresses its gratitude to Bernard Osher and the Osher Sculpture Garden Fund for providing the funds for the de Young Museum temporary seismic repairs in order to keep the Museum open to the public.

Approved ___

C. Other Informational Items

VI. Report of the Budget Committee – William Stimson, Chair

A. Re-Balancing the COFAM FY 1996-97 Operating Budget and Board Resolution ___

WHEREAS, The November 6, 1996 COFAM Operating Budget Rolling Forecast results in a $314,644 deficit due to downward revisions of key revenue sources and higher operating costs than expected when the original budget was approved in June 1996; and

WHEREAS, Balanced operating budgets are the mainstay of museum financial stability and essential to the preservation of its reserve funds; and therefore, be it

WHEREAS, The Budget Committee recommends to the Board of Trustees that the annual contributions goal be increased to $2,270,000; now, therefore, be it

RESOLVED, That the annual contributions goal be increased to to $2,270,000; and, be it

FURTHER RESOLVED, That the COFAM CEO is instructed to cut expenses and establish an austerity program to complete the budget re-balance.

Approved ___

B. COFAM Reserve Restoration and Board Resolution ___

WHEREAS, COFAM's long-standing policy is that the minimum reserve level is $2 million; and

WHEREAS, The reserve dropped to $1,064,399 at June 30, 1996 and stood at $1,677,653 on September 30, 1996; and

WHEREAS, Major FY 1995-96 factors contributing to the drop in reserve funds included:

- A substantial investment in equipment, which diminished cash;
- An increase in store inventory to re-open the Legion Store and stock special exhibition stores thereby reducing cash;

B. COFAM Reserve Restoration and Board Resolution ___ (continued)

- An increase in FAM publications inventory primarily related to the temporary exhibitions, which tied up cash;
- Higher accrued liabilities, which lowered reserve formula cash such as
  - $105,790 in Osher loan interest, bringing the total liability to re-pay the loan for de Young seismic bracing to $2,534,485 and
  - $135,882 more in accrued vacation and compensatory time liabilities;
- A COFAM year-end surplus, which was lower than forecast, resulting in less cash restored to the balance sheet than was anticipated; and

WHEREAS, The Budget Committee believes strongly in the importance of self-financing COFAM's need for operating capital by maintaining at least a $2 million reserve; now, therefore, be it

RESOLVED, That the Budget Committee instructs the COFAM CEO to restore the reserve by taking specific actions and committing to achievable goals against a time line; and be it

FURTHER RESOLVED, That the COFAM Reserve Restoration Plan will include but not be limited to the following elements:

- Foster enterprise efforts and implement an expense austerity program to prevent year-end operating losses and, if possible, raise balance sheet case through annual operating surpluses;
- Reduce store and publications inventories while increasing stock turnover to improve cash levels;
- Examine the re-classification of store and publications inventories as current assets in the reserve formula;

B. COFAM Reserve Restoration and Board Resolution ___ (continued)

- Channel unrestricted bequests through the operating budget to raise balance sheet cash;
- Lower other accrued liabilities such as vacation and compensatory time;
- Settle the Osher loan and its interest obligations by the December 31, 1997 payment due date;
- Control and limit furniture and equipment expenditures; and, be it

FURTHER RESOLVED, That the CEO is directed to carry out the elements of the COFAM Reserve Restoration Plan and report progress at the February 1997 Budget Committee meeting.

Approved ___

VII. Report of the Annual Support Committee – Wm. Laney Thornton, Chair and Vice President / Annual Support

VIII. Report of The Fine Arts Museums Foundation – Charles Crocker, President

IX. Adjournment – Mrs. Alfred S. Wilsey, Chairman

excac9612

CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
Board of Trustees

DOCUMENTS DEPT
NOV 27 1996
SAN FRANCISCO
PUBLIC LIBRARY

November 7, 1996

Call to Order

A meeting of the Executive Committee of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, November 7, 1996, in the 6th Floor Conference Room of the Museums' Administrative Offices at 233 Post Street, San Francisco. The meeting was called to order at 1:56 p.m. by Mrs. Alfred S. Wilsey, Chairman. Trustee Goodyear was welcomed as a new member of the Executive Committee replacing Frank Montgomery Woods, who resigned. President Goss presided, and Mrs. Gough acted as Secretary.

Roll Call

Present:

Robert J. Bransten, Vice President/Collections
Mrs. Ray Dolby
Richard P. Essey
Richard H. Finn
Mrs. Richard Goodyear
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Mrs. Gorham B. Knowles
Steven MacGregor Read
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey

Excused:

Charles Crocker
Ms. Frankie Jacobs Gillette

Non-Voting Officers Present:

Harry S. Parker III, Chief Executive Officer
Judy Gough, Executive Secretary
Steve Dykes, Treasurer

Chairman's Report - Mrs. Alfred S. Wilsey

A. Report on the Campaign to Rebuild the de Young Museum

Mrs. Wilsey noted the discussion regarding Proposition B, which occurred at the meeting of the Executive Committee of the Board of Trustees of the Fine Arts Museums of San Francisco immediately preceding this meeting. She expressed appreciation once again to all who worked so diligently on the Proposition B campaign and stressed the importance of moving forward in an expeditious and thoughtful manner to identify next steps.

President's Report - Richard W. Goss II

A. Approval of the Minutes of the October 10, 1996 Meeting of the Board of Trustees

The minutes of the October 10, 1996 meeting of the Board of Trustees, having been mailed in advance, were unanimously approved.

B. December 5, 1996 Executive Committee meeting Change in Time and Location

President Goss stated the change in time and location for the December 5, 1996 FAMSF Executive Committee meeting to 3:00 p.m., Gallery 23, M. H. de Young Memorial Museum. The December 5, 1996 COFAM Executive Committee will convene immediately following the FAMSF Executive Committee meeting.

Chief Executive Officer's Report - Harry S. Parker III

A. Report on COFAM Operating Budget as of September 30, 1996

Steve Dykes, Deputy Director for Administration and Finance, presented the COFAM Operating Budget Report as of September 30, 1996. For the first three months of the 1996-97 fiscal year, the cumulative operating budget bottom line was $599,014, which is $329,856 higher than budget due to *Faberge* July profit and other expenses not incurred as soon as expected.

Support continues to be modestly ahead of budget by $67,691. Revenues primarily earned in July were $160,480 more than budgeted with gains in store sales from *Faberge*. However, admissions income and membership dues are now falling behind budget. Personnel costs were slightly under budget; other expenses were considerably below budget. The COFAM reserve stood at $1,677,653 compared to the minimum $2 million level set by Board policy.

A. Report on COFAM Operating Budget as of September 30, 1996 (continued)

A meeting of the Budget Committee has been scheduled for November 13, 1996 to review first quarter actual results in detail. Management options to achieve a balanced operating budget at fiscal year end and to restore the reserve to the $2 million level required by Board policy will be presented at the Budget Committee meeting.

B. Museum Society Wind Up and Dissolution and Board Resolution 178

Mr. Parker reported that a final meeting has been scheduled for November 19, 1996 to wind up and dissolve the Museum Society. The subsequent resolution was unanimously adopted as **Board Resolution 178:**

> WHEREAS, The Board of Trustees of the Fine Arts Museums of San Francisco has taken action by resolution to wind up and dissolve The Museum Society by December 31, 1996; now, therefore, be it
>
> RESOLVED, That the Board of Trustees of the Corporation of the Fine Arts Museums does hereby authorize the President of the COFAM Board of Trustees and the COFAM Chief Executive Officer to take all actions they deem to be necessary and advisable to accomplish the wind up and dissolution of The Museum Society by December 31, 1996.

Meeting Schedule

A. Executive Committee Meetings

	Date	Time	Location
1996	December 5	3 p.m.	Gallery 23, de Young Museum
1997	February 13	Noon	233 Post Street, 6th Floor
	March 13	Noon	233 Post Street, 6th Floor
	May 8	Noon	233 Post Street, 6th Floor
	September 11	Noon	233 Post Street, 6th Floor
	November 13	Noon	233 Post Street, 6th Floor
	December 11	Noon	233 post Street, 6th Floor

Meeting Schedule (continued)

B. Board of Trustees Meetings

	Date	Time	Location
1997	January 16	noon	Board Room, Legion of Honor
	April 10 (annual)	3:00 p.m.	Gallery 23, de Young Museum
	June 12	3:00 p.m.	Board Room, Legion of Honor
	October 9	3:00 p.m.	Gallery 23, de Young Museum

Adjournment

There being no further business, Chairman Wilsey adjourned the meeting at 2:00 p.m.

Respectfully submitted,

Judy Gough
Executive Secretary
Museums

excmc9611

CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
Board of Trustees

December 5, 1996

DOCUMENTS DEPT.
JAN 13 1997
SAN FRANCISCO
PUBLIC LIBRARY

Call to Order

A meeting of the Executive Committee of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, December 5, 1996, in Gallery 23, M. H. de Young Memorial Museum, Golden Gate Park, San Francisco. The meeting was called to order at 5:16 p.m. by Mrs. Alfred S. Wilsey, Chairman. President Goss presided, and Mrs. Gough acted as Secretary.

President Goss noted for the record that the change in time and location of the preceding meeting of the Executive Committee of the Fine Arts Museums of San Francisco necessitated the subsequent change in time and location of this meeting.

Roll Call

Present:

Robert J. Bransten, Vice President/Collections
Mrs. Ray Dolby
Richard P. Essey
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Mrs. Gorham B. Knowles
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey, Chairman

Excused:

Charles Crocker
Richard H. Finn
Steven MacGregor Read

Other Trustees in Attendance:

Agnes Albert
Ruth Asawa
Shirley Breyer Black
George McNear Bowles
Mrs. Philip E. Bowles III
Mrs. Barbara Bohannon Carleton
Mrs. Ransom S. Cook
George W. Coombe, Jr.
Keith G. Eickman
Mrs. John V. Erickson
Morgan Flagg
Mrs. Lynn C. Fritz
Katharine Hanrahan
David R. Hoyer
Beverly James
Mrs. Jerrold L. Kingsley
Mrs. Leonard E. Kingsley
Leonard E. Kingsley
Mrs. Lewis K. Land
Mrs. William B. MacColl, Jr.
Mrs. Robert A. Magowan
George M. Marcus
Mrs. Peter McBean
Jay McEvoy
Mrs. J. Alec Merriam
J. Alec Merriam
Mrs. Julian Peabody
Mrs. W. Robert Phillips
Waldemar Rojas
Katharine Doyle Spann
Florence Sue Wong
Frank Montgomery Woods

Non-Voting Officers Present:

Harry S. Parker III, Chief Executive Officer
Judy Gough, Executive Secretary
Steve Dykes, Treasurer

Chairman's Report - Mrs. Alfred S. Wilsey

Report on the Committee for a New de Young Museum

Mrs. Wilsey expressed appreciation once again to all who worked so diligently on the Proposition B campaign. She stressed the importance of fund raising for a new de Young Museum, which is the purpose of the Committee. Mrs. Wilsey accepted the $5 donation of student Jesse Arrequin with appreciation and stated that it will serve as the cornerstone of future fund raising efforts for a new de Young Museum.

President's Report - Richard W. Goss II

A. Approval of the Minutes of the November 7, 1996 Meeting of the Executive Committee

The minutes of the November 7, 1996 meeting of the Executive Committee, having been mailed in advance, were unanimously approved.

B. Year End Gift Campaign

With the year drawing to a close, the ongoing generosity of members of the Board of Trustees is particularly critical to the Fine Arts Museums of San Francisco. President Goss requested the Trustees to respond favorably to the year end gift campaign, pointing out the importance of support for the Museums through contributions to the annual fund and capital campaigns. He noted the continued relevance of the goals for the de Young Museum building project to: 1) assure the safety of people and the collection; 2) expand services and programs to a larger and more diverse audience; 3) improve access; 4) broaden art education programs for people of all ages and interests; and 5) to maintain the Museums' economic viability.

Chief Executive Officer's Report - Harry S. Parker III

A. Report on COFAM Operating Budget as of October 31, 1996

Mr. Parker began by addressing the impact of campaign costs on the COFAM operating budget. For the four months ended October 31, 1996, the cumulative operating budget bottom line was $253,222, which is $356,909 better than budget due to the *Fabergé* July profit, gains in facility rental income, and other expenses not incurred as soon as expected. However, after an unbudgeted October $150,000 COFAM donation to the Campaign for a New de Young is taken into account, the bottom line shrinks to $103,222.

B. COFAM Reserve Restoration and Board Resolution 181 (continued)

- Higher accrued liabilities, which lowered reserve formula cash such as
  - $105,790 in Osher loan interest, bringing the total liability to re-pay the loan for de Young seismic bracing to $2,534,485 and
  - $135,882 more in accrued vacation and compensatory time liabilities;
- A COFAM year-end surplus, which was lower than forecast, resulting in less cash restored to the balance sheet than was anticipated; and

WHEREAS, The Budget Committee believes strongly in the importance of self-financing COFAM's need for operating capital by maintaining at least a $2 million reserve; now, therefore, be it

RESOLVED, That the Budget Committee instructs the COFAM CEO to restore the reserve by taking specific actions and committing to achievable goals against a time line; and be it

FURTHER RESOLVED, That the COFAM Reserve Restoration Plan will include but not be limited to the following elements:

- Foster enterprise efforts and implement an expense austerity program to prevent year-end operating losses and, if possible, raise balance sheet cash through annual operating surpluses;
- Reduce store and publications inventories while increasing stock turnover to improve cash levels;
- Examine the re-classification of store and publications inventories as current assets in the reserve formula;
- Channel unrestricted bequests through the operating budget to raise balance sheet cash;

A. Report on COFAM Operating Budget as of September 30, 1996 (continued)

Support was ahead of budget by $125,104. Revenues were $113,987 more than budgeted with gains in *Fabergé* store sales plus higher than projected rental income and other fees. However, admissions income, membership dues, and concession fees all trail budget. October personnel costs were up sharply by one-time, retroactive salary payments for certain jobs in both the current and previous years. Other expenses were considerably below budget due to lagging exhibit and development expenses. The COFAM reserve stood at $1,316,153 compared to the minimum $2 million level set by Board policy.

Mr. Parker advised that two resolutions later in the agenda under the "Report of the Budget Committee" address the deficit associated with the Proposition B campaign. The first resolution calls for the re-balancing of the budget by raising the annual contributions goal to $2,270,000 (from $2,100,000) and instructing management to carry out an austerity and cost-cutting program. The second resolution defines a strategy to restore the reserve to the $2 million level required by Board policy.

B. Repayment of the Loan of the Osher Sculpture Garden Fund for de Young Museum Seismic Bracing and Board Resolution 179

Mr. Parker explained that the loan of $2,534,485 (principal and interest at June 30, 1996) from the Osher Sculpture Garden Fund for the seismic bracing of the de Young Museum was to be repaid from proceeds from the general obligation bond (Proposition B), which failed to pass on November 5, 1996. It is prudent at this time to settle the Osher Sculpture Garden loan, and it is recommended that board designated unrestricted endowment funds be used for this purpose. Mr. Parker presented the following resolution, which was unanimously adopted as **Board Resolution 179.**

> WHEREAS, In December 1990, The Bernard Osher Foundation made a restricted gift to the Corporation of The Fine Arts Museums (COFAM) to build a sculpture garden at the M. H. de Young Memorial Museum; and
>
> WHEREAS, The Osher Foundation agreed in June 1993 to allow a loan of the sculpture garden funds to pay for temporary seismic improvements to prevent the de Young Museum from collapsing in the event of a major earthquake; and
>
> WHEREAS, The loan obligation of principal and interest was $2,534,485 at June 30, 1996; and

B. Repayment of the Loan of the Osher Sculpture Garden Fund for de Young Museum Seismic Bracing (continued)

WHEREAS, The COFAM Board of Trustees had hoped to pay off the loan from proceeds from a City of San Francisco general obligation bond sale to build a new de Young Museum; and

WHEREAS, The $73.3 million new de Young general obligation bond measure on the November 1996 San Francisco ballot was not approved; and

WHEREAS, It is prudent to settle the Osher sculpture garden loan at this time from the Museums' own resources; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby request that the Fine Arts Museums Foundation transfer to COFAM an amount sufficient to repay the Osher sculpture garden loan from board designated unrestricted endowment funds; and be it

FURTHER RESOLVED, That the COFAM Board of Trustees expresses its gratitude to Bernard Osher and The Osher Foundation for providing the funds for the de Young Museum temporary seismic repairs in order to keep the Museum open to the public.

Report of the Budget Committee – William A. Stimson, Chair and Vice President / Finance

A. Re-Balancing the COFAM FY 1996-97 Operating Budget and Board Resolution 180

Trustee Stimson presented the following resolution recommended by the Budget Committee at its meeting on November 13, 1996:

WHEREAS, The November 6, 1996 COFAM Operating Budget rolling forecast results in a $314,644 deficit due to downward revisions of key revenue sources and higher operating costs than expected when the original budget was approved in June 1996; and

WHEREAS, Balanced operating budgets are the mainstay of museum financial stability and essential to the preservation of its reserve funds; and

A. Re-Balancing the COFAM FY 1996-97 Operating Budget and Board Resolution 180 (continued)

WHEREAS, The Budget Committee recommends to the Board of Trustees that the annual contributions goal be increased to $2,270,000; now, therefore, be it

RESOLVED, That the annual contributions goal be increased to to $2,270,000; and, be it

FURTHER RESOLVED, That the COFAM CEO is instructed to cut expenses and establish an austerity program to complete the budget re-balance.

There being no discussion, the above resolution was unanimously adopted as **Board Resolution 180.**

B. **COFAM Reserve Restoration and Board Resolution 181**

Mr. Parker presented the following resolution recommended by the Budget Committee at its November 13, 1996 meeting:

WHEREAS, COFAM's long-standing policy is that the minimum reserve level is $2 million; and

WHEREAS, The reserve dropped to $1,064,399 at June 30, 1996 and stood at $1,677,653 on September 30, 1996; and

WHEREAS, Major FY 1995-96 factors contributing to the drop in reserve funds included:

- A substantial investment in equipment, which diminished cash;
- An increase in store inventory to re-open the Legion Store and stock special exhibition stores thereby reducing cash;
- An increase in FAM publications inventory primarily related to the temporary exhibitions, which tied up cash;

B. COFAM Reserve Restoration and Board Resolution 181 (continued)

- Lower other accrued liabilities such as vacation and compensatory time;
- Settle the Osher loan and its interest obligations by the December 31, 1997 payment due date;
- Control and limit furniture and equipment expenditures; and, be it

FURTHER RESOLVED, That the CEO is directed to carry out the elements of the COFAM Reserve Restoration Plan and report progress at the February 1997 Budget Committee meeting.

The critical importance of implementing measures in the above resolution to restore the reserve level to the required $2 million level and achieving a fiscal year-end operating budget break even was strongly emphasized. There being no further discussion, the resolution was unanimously adopted as **Board Resolution 181.**

Report of the Annual Support Committee - Wm. Laney Thornton, Chair and Vice President / Annual Support

In response to a question raised, Barbara Boucke, Deputy Director for Development, explained that pledges to the Campaign for a New de Young Museum are being held in a separate restricted account. Trustee Thornton, Vice President of Annual Support, reported that the Annual Support Committee accepted the challenge of meeting the $170,000 increase in the 1996-97 annual contributions goal for a total of $2,270,000, and thereby assist in the effort to re-balance the COFAM FY 1996-97 Operating Budget.

Report of The Fine Arts Museums Foundation - William A. Stimson, Vice President / Finance

Trustee Stimson provided the report of The Fine Arts Museums Foundation in the absence of Trustee Crocker, President. He advised that as of the close of business on December 3, 1996, the Endowment Fund portfolio was valued at an all time high of $50,168,491. It was invested 64.67% in equities, 32.65% in fixed income, and 2.68% in cash and cash equivalents.

Adjournment

Trustee Marcus recommended that the meeting adjourn in honor of Chairman Wilsey, President Goss, and Mr. Parker in recognition of their leadership efforts throughout the recent Proposition B campaign. There being no further business, Chairman Wilsey adjourned the meeting at 5:40 p.m.

Respectfully submitted,

Judy Gough
Executive Secretary
Museums

excmcorp9612

FINE ARTS
MUSEUMS
of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

F
40.254
1
2/13/97

DOCUMENTS DEPT.
FEB 10 1997
SAN FRANCISCO
PUBLIC LIBRARY

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
Executive Committee

Administrative Offices
233 Post Street, 6th Floor, Conference Room
San Francisco, California
Thursday, February 13, 1997, 12:30 p.m.*

AGENDA

Public Meeting Requirements Relating to Accessibility

The following information is in compliance with the Americans with Disabilities Act (ADA).

The following will be made available upon request:

1. American sign language interpreters
2. A sound enhancement system
3. An agenda of meeting available in alternative formats
4. A reader during the meeting.

To arrange for the above services, please contact Judy Gough (415) 750-3669 at least 72 hours prior to a meeting. Late requests will be honored if possible.

Minutes of the meeting will be made available in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

For access to 233 Post Street by BART, get off at the Montgomery Street Station. MUNI's wheelchair-accessible No. 38 line may also be taken to Geary and Stockton Streets, as well as wheelchair-accessible No. 2 line (east bound) which stops close to 233 Post Street. For more

***Or such earlier time as the Fine Arts Museums of San Francisco Executive Committee meeting ends, but in no event before 12:00 noon.**

Administrative Offices
233 Post Street, San Francisco, CA 94108-5003
tel: 415.750.3600 fax: 415.750.7686

Public Meeting Requirements Relating to Accessibility (continued)

information about MUNI's accessible services, call (415) 923–6142. Accessible parking space (disabled–designated) is available at the Stockton–Sutter Parking Garage.

Accessible seating for persons with disabilities (including those using wheelchairs) will be provided.

For Telecommunication Device for the Deaf (TDD), the Museums uses California Relay Service.

Know Your Rights Under the Sunshine Ordinance

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 554–6075.

Exca972

Corporation of The Fine Arts Museums
Executive Committee
February 13, 1997

ORDER OF BUSINESS

I. **Calling of the Meeting to Order** – Richard W. Goss II, President

II. **Calling of the Roll**

Trustees:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Mrs. Ray Dolby
Richard P. Essey
Richard H. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Mrs. Gorham B. Knowles
Steven MacGregor Read
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey, Chairman

III. **President's Report** – Richard W. Goss II

A. Approval of the Minutes of the Board of Trustees Meeting of January 16, 1997 (See Appendix A) (Filed under minutes)

Approved ___

B. Other Informational Items

IV. **Chief Executive Officer's Report** – Harry S. Parker III

A. Report on COFAM Operating Budget as of December 31, 1996

B. Other Informational Items

V. **Report of The Fine Arts Museums Foundation** – Charles Crocker, President

VI. **Adjournment** – Richard W. Goss II, President

CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
Board of Trustees

~~December 5, 1996~~
February 13, 1997

F
4/0.254
2
4/13/97

DOCUMENTS DEPT.
MAR 10 1997
SAN FRANCISCO
PUBLIC LIBRARY

Call to Order

A meeting of the Executive Committee of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, ~~February~~ 13, 1997, in the 6th Floor Conference Room of the Museums' Administrative Offices at 233 Post Street, San Francisco. The meeting was called to order at 1:35 p.m. by Richard W. Goss II, President. President Goss presided, and Mrs. Gough acted as Secretary.

Roll Call

Present:

Robert J. Bransten, Vice President/Collections
Mrs. Ray Dolby
Richard P. Essey
Richard P. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Mrs. Gorham B. Knowles
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance

Excused:

Charles Crocker
Steven MacGregor Read
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey, Chairman

Other Trustees in Attendance:

Shirley Breyer Black
Keith Eickman
Mrs. William B. MacColl, Jr.
Mrs. James K. McWilliams

President's Report - Richard W. Goss II

A. Approval of the Minutes of the January 16, 1997 Meeting of the Board of Trustees

The minutes of the January 16, 1997 meeting of the Board of Trustees, having been mailed in advance, were unanimously approved.

Chief Executive Officer's Report - Harry S. Parker III

A. Report on COFAM Operating Budget as of December 31, 1996

Mr. Parker requested Steve Dykes, Deputy Director for Administration and Finance, to present the Operating Budget Report for the period ending December 31, 1996. For the six months ended December 31, 1996, the cumulative operating budget bottom line was $956,326, which was $667,826 better than budget. However, after the unbudgeted $172,000 COFAM donation to the Campaign for a New de Young is taken into account, the bottom line is reduced to $784,326.

December was a very good month and boosted cumulative totals for the first half of the fiscal year. Support ran $539,339 ahead of budget, thanks to accelerated annual contributions, use of exhibit grants and gifts earlier than expected to cover expenses, and the last contribution from the Museum Society. Revenues were $318,233 more than budgeted due to *Fabergé* summer gains, augmented by strong December income from store sales, general admissions, and especially membership renewals. Personnel costs were higher than the original budget but in line with the rolling forecast. Other expenses were in line with mid-year budget projections.

The COFAM reserve stood at $1,926,766 compared to $1,299,648 a month ago. The jump toward the $2 million reserve policy level required by board policy tracks year end gains. However, because the January through April exhibit program should attract only modest attendance, revenues will fall, and the reserve level will likely decrease until the Peru show opens in mid-May.

Report of The Fine Arts Museums Foundation - William A. Stimson, Vice President / Finance

Trustee Stimson provided the report of The Fine Arts Museums Foundation in the absence of Trustee Crocker, President. He advised that as of the close of business on February 7, 1997 the Endowment Fund portfolio was valued at an all time high of $51,975,000. It was invested 65% in equities, 32.2% in fixed income, and 2.8% in cash and cash equivalents. Boston Partners and Moody, Aldrich & Sullivan, investment managers specializing in mid-cap value stocks, have been

Report of The Fine Arts Museums Foundation - William A. Stimson, Vice President / Finance (continued)

retained to replace Brinker Capital. Portfolio assets have been reallocated with RCM managing $35 million, and Boston Partners and Moody, Aldrich & Sullivan managing approximately $8.5 million each. The overall asset mix will be 65% equities and 35% fixed income investments.

Adjournment

There being no further business, President Goss adjourned the meeting at 1:40 p.m.

Respectfully submitted,

Judy Gough
Executive Secretary
Museum

excm972

FINE ARTS MUSEUMS of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

F
40.254
1
3/13/97

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
Executive Committee

DOCUMENTS DEPT.
MAR 10 1997
SAN FRANCISCO
PUBLIC LIBRARY

Administrative Offices
233 Post Street, 6th Floor, Conference Room
San Francisco, California
Thursday, March 13, 1997, 12:30 p.m.*

AGENDA

Public Meeting Requirements Relating to Accessibility

The following information is in compliance with the Americans with Disabilities Act (ADA).

The following will be made available upon request:

1. American sign language interpreters
2. A sound enhancement system
3. An agenda of meeting available in alternative formats
4. A reader during the meeting.

To arrange for the above services, please contact Judy Gough (415) 750-3669 at least 72 hours prior to a meeting. Late requests will be honored if possible.

Minutes of the meeting will be made available in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

For access to 233 Post Street by BART, get off at the Montgomery Street Station. MUNI's wheelchair-accessible No. 38 line may also be taken to Geary and Stockton Streets, as well as wheelchair-accessible No. 2 line (east bound) which stops close to 233 Post Street. For more

***Or such earlier time as the Fine Arts Museums of San Francisco Executive Committee meeting ends, but in no event before 12:00 noon.**

Administrative Offices
233 Post Street, San Francisco, CA 94108-5003
tel: 415.750.3600 fax: 415.750.7684

Public Meeting Requirements Relating to Accessibility (continued)

information about MUNI's accessible services, call (415) 923-6142. Accessible parking space (disabled-designated) is available at the Stockton-Sutter Parking Garage.

Accessible seating for persons with disabilities (including those using wheelchairs) will be provided.

For Telecommunication Device for the Deaf (TDD), the Museums uses California Relay Service.

Know Your Rights Under the Sunshine Ordinance

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 554-6075.

Exca973

ORDER OF BUSINESS

I. Calling of the Meeting to Order – Mrs. Alfred S. Wilsey, Chairman

II. Calling of the Roll

Trustees:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Mrs. Ray Dolby
Richard P. Essey
Richard H. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Mrs. Gorham B. Knowles
Steven MacGregor Read
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey, Chairman

III. Report of the Chairman – Mrs. Alfred S. Wilsey

IV. Report of the President – Richard W. Goss II

A. Approval of the Minutes of the Executive Committee Meeting of February 13, 1997 (See Appendix A)

___ Approved

B. Other Informational Items

V. Report of the Chief Executive Officer – Harry S. Parker III

A. Report on COFAM Operating Budget as of January 31, 1996 (See Appendix B)

B. Other Informational Items

VI. **Report of the Budget Committee –** William A. Stimson, Vice President of Finance

VII. **Report of the Annual Support Committee –** Wm. Laney Thornton, Chair and Vice President

VIII. **Report of The Fine Arts Museums Foundation –** Charles Crocker, President

IX. **Adjournment –** Mrs. Alfred S. Wilsey

CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
Board of Trustees

December 5, 1996

DOCUMENTS DEPT.
MAR 10 1997
SAN FRANCISCO
PUBLIC LIBRARY

Call to Order

A meeting of the Executive Committee of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, February 13, 1997, in the 6th Floor Conference Room of the Museums' Administrative Offices at 233 Post Street, San Francisco. The meeting was called to order at 1:35 p.m. by Richard W. Goss II, President. President Goss presided, and Mrs. Gough acted as Secretary.

Roll Call

Present:

Robert J. Bransten, Vice President/Collections
Mrs. Ray Dolby
Richard P. Essey
Richard P. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
Mrs. Gorham B. Knowles
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance

Excused:

Charles Crocker
Steven MacGregor Read
Wm. Laney Thornton, Vice President/Annual Support
Mrs. Alfred S. Wilsey, Chairman

Other Trustees in Attendance:

Shirley Breyer Black
Keith Eickman
Mrs. William B. MacColl, Jr.
Mrs. James K. McWilliams

President's Report - Richard W. Goss II

A. Approval of the Minutes of the January 16, 1997 Meeting of the Board of Trustees

The minutes of the January 16, 1997 meeting of the Board of Trustees, having been mailed in advance, were unanimously approved.

Chief Executive Officer's Report - Harry S. Parker III

A. Report on COFAM Operating Budget as of December 31, 1996

Mr. Parker requested Steve Dykes, Deputy Director for Administration and Finance, to present the Operating Budget Report for the period ending December 31, 1996. For the six months ended December 31, 1996, the cumulative operating budget bottom line was $956,326, which was $667,826 better than budget. However, after the unbudgeted $172,000 COFAM donation to the Campaign for a New de Young is taken into account, the bottom line is reduced to $784,326.

December was a very good month and boosted cumulative totals for the first half of the fiscal year. Support ran $539,339 ahead of budget, thanks to accelerated annual contributions, use of exhibit grants and gifts earlier than expected to cover expenses, and the last contribution from the Museum Society. Revenues were $318,233 more than budgeted due to *Fabergé* summer gains, augmented by strong December income from store sales, general admissions, and especially membership renewals. Personnel costs were higher than the original budget but in line with the rolling forecast. Other expenses were in line with mid-year budget projections.

The COFAM reserve stood at $1,926,766 compared to $1,299,648 a month ago. The jump toward the $2 million reserve policy level required by board policy tracks year end gains. However, because the January through April exhibit program should attract only modest attendance, revenues will fall, and the reserve level will likely decrease until the Peru show opens in mid-May.

Report of The Fine Arts Museums Foundation - William A. Stimson, Vice President / Finance

Trustee Stimson provided the report of The Fine Arts Museums Foundation in the absence of Trustee Crocker, President. He advised that as of the close of business on February 7, 1997 the Endowment Fund portfolio was valued at an all time high of $51,975,000. It was invested 65% in equities, 32.2% in fixed income, and 2.8% in cash and cash equivalents. Boston Partners and Moody, Aldrich & Sullivan, investment managers specializing in mid-cap value stocks, have been

Report of The Fine Arts Museums Foundation - William A. Stimson, Vice President / Finance (continued)

retained to replace Brinker Capital. Portfolio assets have been reallocated with RCM managing $35 million, and Boston Partners and Moody, Aldrich & Sullivan managing approximately $8.5 million each. The overall asset mix will be 65% equities and 35% fixed income investments.

Adjournment

There being no further business, President Goss adjourned the meeting at 1:40 p.m.

Respectfully submitted,

Judy Gough
Executive Secretary
Museum

excm972

COFAM Operating Budget Report

January 31, 1997

DOCUMENTS DEPT.
MAR 10 1997
SAN FRANCISCO
PUBLIC LIBRARY

Overview

For the seven months ended January 31, 1997, the cumulative operating budget bottom line was $1,003,752 which was $807,802 better than expected. However, after the unbudgeted $172,000 COFAM donation to the Campaign for a New de Young is taken into account, the bottom line is reduced to $831,752.

January was a good month, adding $140,000 to the December cumulative surplus. Support ran $570,028 ahead of budget, thanks to accelerated annual contributions, use of exhibit grants and gifts earlier than expected to cover expenses, and the last contribution from The Museum Society. Revenues were $331,143 more than budgeted due to *Faberge* summer gains, augmented by strong, exhibit-driven store sales, general admissions and facility rental income toward the end of 1996. Personnel costs continued to be higher than the original budget but were in line with the rolling forecast. Other expenses were less than budget projections.

The COFAM Reserve stood at $2,240,421 compared to $1,926,766 in the prior month. Exceeding the $2 million reserve required by board policy tracks recent operating results. However, because the February through April exhibit program may attract only modest attendance, revenues could fall off, triggering a dip in the reserve until the Peru show opens in mid-May.

Based on mid-year results, an updated rolling forecast is being compiled for review by the COFAM Budget Committee in mid-March.

Support and Revenue

Annual Contributions were over the original budget by $320,250 with early Associates' donations leading the way (Appendix "A" page 5). The wind up and dissolution of The Museum Society resulted in a last two-thirds distribution to COFAM of $128,920. Specified funds draw downs were ahead of budget by $106,433 due to project expenses occurring sooner than originally thought. Store sales were strong at year end. Coupled with the success of the summer 1996 *Faberge* special store, overall gross profit on sales was ahead of budget by $202,830 (Appendix "B" page 6). Facility rentals, admission fees, and exhibit earned income all continued to top budget. However, membership dues along with food and beverage concession fees lagged the original budget, as recognized in the 11/6/96 rolling forecast.

Expenses

Although, personnel costs continued to be more than original budget, they were in line with the 11/6/96 rolling forecast. Other expenses were lower than budget with both ups and downs attributable to timing differences between the budget plan and when expenses were actually incurred. In addition, every effort is being made to cut other expenses wherever possible to produce budget savings.

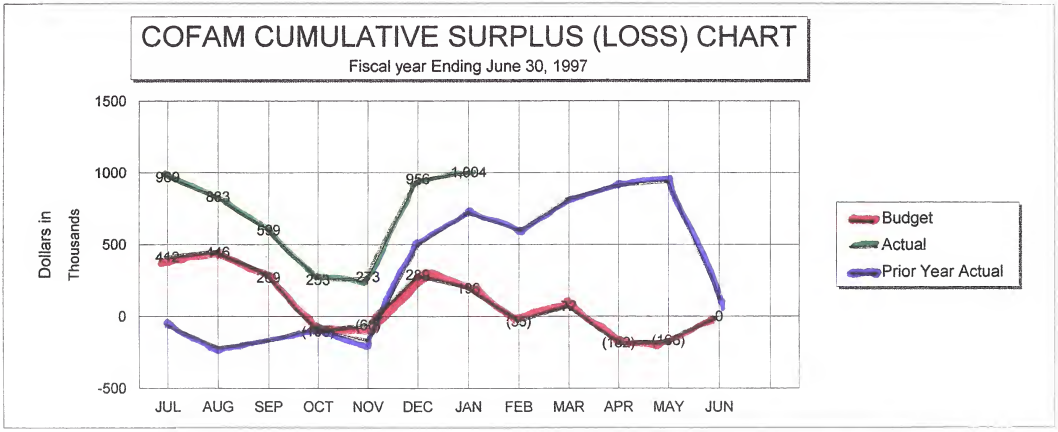
# # #

brept 03/07/97

COFAM Operating Budget Report

January 31, 1997

DOCUMENTS DEPT.
MAR 10 1997
SAN FRANCISCO
PUBLIC LIBRARY


COFAM CUMULATIVE SURPLUS (LOSS) CHART
Fiscal year Ending June 30, 1997
Dollars in Thousands
1500
1000
500
0
-500
JUL
AUG
SEP
OCT
NOV
DEC
JAN
FEB
MAR
APR
MAY
JUN
Budget
Actual
Prior Year Actual

COFAM FY 1996-97 Operating Budget At January 31, 1997 (7 Months --58.33% Of The Budget Year)

	(1)			(2)			(3)			(4)	(5)
	January			7-Months			% Actual		Rolling	Actual Prior	Notes
	Original Budget	Actual	Variance to Monthly Budget	Original Budget	Actual	Variance to Y-T-D Budget	To Original Budget		Forecast 11/6/96	Year At 7 Months	
SUPPORT & REVENUE											
Support											
1) Annual Contributions	171,000	283,679	112,679	1,223,500	1,543,750	320,250	2,100,000	73.5%	2,270,000	1,285,184	See Appendix "A" page 5 for details
2) Society Contribution	0	6,705	6,705	0	128,920	128,920	0	0.0%	120,000	505,242	
3) Foundation Endowment Support	82,240	82,240	0	575,680	583,047	7,367	986,895	59.1%	986,895	537,543	
4) Specified Funds											
--Curatorial/Conservation	27,262	29,491	2,229	177,202	190,470	13,268	327,145	58.2%	337,145	171,130	
--Achenbach Collection Mgmt. Project	0	0	0	0	10,103	10,103	0	0.0%	0	83,200	
--Publications	0	0	0	7,000	45,250	38,250	64,000	70.7%	64,000	174,775	
--Exhibition Funds Secured	154,142	94,389	(59,753)	314,142	387,271	73,129	471,541	82.1%	574,232	541,204	See Appendix "C" pages 7 and 8 for details
--Exhibition Funds To Be Raised	10,000	0	(10,000)	40,000	30,000	(10,000)	100,000	30.0%	45,000	39,993	
--Education Programs	10,580	3,602	(6,978)	107,090	88,438	(18,652)	237,700	37.2%	242,200	106,758	
--General	7,448	0	(7,448)	48,412	68,747	20,335	89,378	76.9%	94,898	156,071	
5) COFAM Investment Income	12,000	10,085	(1,915)	96,000	83,058	(12,942)	150,000	55.4%	150,000	113,225	
Subtotal Support	474,672	510,191	35,519	2,589,026	3,159,054	570,028	4,526,660	69.8%	4,884,338	3,714,333	

	(1)			(2)			(3)			(4)	(5)
	January			7-Months			% Actual		Rolling	Actual Prior	Notes
	Original Budget	Actual	Variance to Monthly Budget	Original Budget	Actual	Variance to Y-T-D Budget	To Original Budget		Forecast 11/6/96	Year At 7 Months	
Revenue											
6) Museum Store Sales	99,668	129,138	29,470	1,622,459	1,897,502	275,043	2,282,100	83.1%	2,734,918	927,830	See Appendix "B" page 6 for details
Less Discounts	(8,039)	(10,602)	(4,563)	(106,034)	(85,308)	20,726	(150,179)	56.8%	(146,263)	(125,388)	
Less Cost of Goods	(51,590)	(68,913)	(17,323)	(843,709)	(929,176)	(85,467)	(1,184,109)	78.3%	(1,373,115)	(441,958)	
Less Commissions	(1,228)	(4,836)	(3,608)	(7,364)	(4,836)	2,528	(13,500)	35.8%	(13,500)	(1,869)	
Gross Profit	40,811	44,787	3,976	665,352	868,182	202,830	934,312	92.9%	1,202,040	358,615	
7) Facilities Rental Gross	35,000	7,600	(27,400)	255,000	324,283	69,283	425,000	76.3%	425,000	110,280	
8) Benefits Gross Income	15,000	17,150	2,150	15,000	29,870	14,870	45,000	66.4%	45,000	159,955	
9) General Admissions COFAM Net	72,268	91,741	19,473	1,070,032	1,108,270	38,238	1,559,561	71.1%	1,498,252	727,311	Museum Attendance -
10) Food & Beverage Concession Fees	11,323	6,491	(2,832)	123,406	99,239	(24,167)	191,281	51.9%	129,072	83,900	January: 47,502 visitors, 49% paid, budgeted - 45,000 visitors, 47% paid
11) Exhibition Program Earned Income	0	1,070	1,070	366,200	414,219	48,019	818,199	57.2%	587,795	3,840	Year to Date 599,301 visitors, 50% paid, budgeted - 660,000, 45% paid
12) Museum Society Membership Services	0	0	0	0	0	0	0	0.0%	0	289,345	
13)FAM Membership Dues	229,152	238,801	9,649	1,370,952	1,336,011	(34,941)	2,640,000	50.6%	2,551,680	1,142,659	Year to date: 24,751 dues paid members averaging $54 83 per member
14) Conservation Services	16,333	17,506	1,173	114,333	118,304	3,971	196,480	60.2%	225,746	86,608	Compared to budgeted goals of 22,849 dues paid members averaging $60 per member
15) Miscellaneous										48,262	active members
--Development Trip Fees	25,000	38,419	13,419	100,000	56,527	(43,473)	120,000	47.1%	120,000	39,748	
--Other Fees	27,296	14,698	(12,598)	191,071	247,564	56,513	327,550	75.6%	327,550	182,680	
Subtotal Revenue	472,183	480,263	8,080	4,271,346	4,602,480	331,143	7,055,383	65.2%	7,110,115	3,141,521	
Total Support & Revenue	946,855	990,454	43,599	6,860,372	7,761,543	901,171	11,582,043	67.0%	11,994,453	6,855,954	

	(1) January			(2) 7-Months			(3)			(4)	(5)
	Original Budget	Actual	Variance to Monthly Budget	Original Budget	Actual	Variance to Y-T-D Budget	% Actual To Original Budget		Rolling Forecast 11/696	Actual Prior Year At 7 Months	Notes
EXPENSES											
Personnel Expenses											
16) Curatorial											
Curatorial/Conservation/Education	163,630	167,361	3,731	1,227,228	1,239,028	11,800	2,127,196	58.2%	2,182,434	1,088,178	
Project Funded Term Employees	27,075	32,298	5,223	226,967	255,727	28,760	375,580	68.1%	487,724	211,847	
Exhibit Group	54,696	59,121	4,425	410,222	414,143	3,921	711,052	58.2%	732,909	362,274	
Exhibit Program Temporary Labor	21,920	17,133	(4,787)	91,940	134,910	42,970	139,120	97.0%	139,120	54,136	
17) Development	27,385	35,908	8,523	205,380	261,984	56,594	356,010	73.6%	420,127	203,354	
18) Administration											
Administration General	80,744	81,258	514	605,582	612,992	7,410	1,049,675	58.4%	1,045,282	483,345	
Operations Group	14,705	15,672	967	110,294	112,855	2,561	191,177	59.0%	200,150	148,504	
Stores	31,505	33,750	2,245	256,428	286,427	30,999	428,710	66.8%	484,248	231,214	
Facilities Rental	11,783	(2,805)	(14,588)	88,374	103,241	14,867	153,182	67.4%	153,258	73,481	
19) Marketing & Membership											
General	16,249	16,501	252	121,869	120,309	(1,560)	211,239	57.0%	214,750	132,618	
Public Relations & Advertising	20,841	20,008	(833)	156,309	144,124	(12,185)	270,636	53.2%	274,489	90,056	
FAM Membership Services	26,228	27,566	1,339	196,724	205,353	8,629	340,989	60.2%	353,235	172,778	
Museum Society Membership Services	0	0	0	0	0	0	0	0.0%	0	87,367	
Subtotal Personnel	498,762	503,773	7,011	3,898,327	3,891,093	192,766	6,354,866	61.2%	6,687,774	3,349,150	

COFAM FY 1996-97 Operating Budget At January 31, 1997 (7 Months --58.33% Of The Budget Year)

	(1) January			(2) 7-Months			(3)		(4)	(5)
	Original Budget	Actual	Variance to Monthly Budget	Original Budget	Actual	Variance to Y-T-D Budget	% Actual To Orginal Budget	Rolling Forecast 11/6/96	Actual Prior Year At 7 Months	Notes
Other Expenses										
20) Curatorial										
Curatorial/Conservation/Education	50,549	31,753	(18,796)	250,337	331,110	80,773	493,734	67.1%	510,234	266,319
Publications	0	0	0	7,000	45,250	38,250	84,000	70.7%	84,000	174,775
Exhibit Group	6,929	4,791	(2,138)	45,042	29,140	(15,902)	83,155	35.0%	83,155	24,081
Exhibit Program	217,362	151,292	(66,070)	1,020,741	820,186	(200,555)	1,583,544	51.8%	1,520,038	737,583
21) Development										
Development General	35,716	42,102	6,386	270,105	203,250	(66,855)	527,525	38.5%	527,525	174,275
Benefits	9,400	1,500	(7,900)	9,400	2,676	(6,724)	19,800	13.5%	19,800	85,227
22) Administration										
Administration General	61,683	64,278	2,595	407,105	470,828	63,723	740,191	63.6%	793,495	540,517
Operations Group	40,802	37,947	(2,855)	267,974	286,681	18,707	467,225	58.8%	467,225	220,983
Facilities Rental	4,800	5,705	905	35,150	19,064	(16,086)	60,350	31.6%	60,350	4,437
Stores	4,071	7,149	3,078	27,844	76,930	49,086	52,268	147.2%	96,116	39,784
Stores AAM Payable	0	0	0	0	0	0	0	0.0%	0	0
23) Marketing & Membership										
General	9,217	4,553	(4,664)	60,835	53,900	(6,935)	110,809	48.7%	112,809	62,047
Public Relations & Advertising	27,505	8,683	(18,812)	210,783	178,195	(32,588)	390,060	45.7%	392,060	169,423
FAM Membership Services	74,809	79,492	4,683	353,779	349,488	(4,291)	814,716	56.9%	816,716	221,208
Museum Society Membership Services	0	0	0	0	0	0	0	0.0%	0	165,110
Subtotal Other Expenses	542,843	439,255	(103,588)	2,966,096	2,866,698	(99,397)	5,227,177	54.8%	5,283,323	2,420,480
Total Expenses	1,039,405	943,028	(96,377)	6,664,422	6,757,791	93,369	11,582,043	58.3%	11,971,097	5,789,830
SUPPORT & REVENUE OVER EXPENSES	(92,550)	47,426	139,976	195,950	1,003,752	807,802	0	n/a	23,356	1,086,324
COFAM SUPPORT OF BOND MEASURE CAMPAIGN		0	0	0	(172,000)	(172,000)	0	n/a	(170,000)	0
SUPPORT & REVENUE OVER EXPENSES	(92,550)	47,426	139,976	195,950	831,752	635,802	0	n/a	(146,644)	1,086,324
LESS PLANT FUND DEPRECIATION	(20,595)	(20,595)	0	(144,165)	(144,165)	0	(259,500)	55.6%	(259,500)	(115,792)
	(113,145)	26,831	139,976	51,785	859,587	807,802	(259,500)	n/a	(406,144)	970,532

Annual Contributions Report – Month Ending January 31, 1997 (58.3% Of The Budget Year)

(1)	(2)			(3)				(3)	
Contribution Categories	January 1997 Budget	Actuals	January '96 Actuals	Year To Date Budget	Actuals	Variance to Y-T-D Budget	Prior Year Actuals	Current Year Annual Goals	Current Year % of Annual Goals Achieved
1) Associates ($5,000 and up)	125,000	134,655	121,600	700,000	954,346	254,346	736,730	1,150,000	83.0%
2) Patrons ($2,500 - $5,000)	5,000	19,499	5,000	27,500	30,707	3,207	14,828	45,000	68.2%
3) Friends ($1,000 - $2,500)	30,000	45,168	20,747	220,000	241,366	21,366	208,074	350,000	69.0%
4) National Council/Other	1,000	7,381	1,100	24,000	35,985	11,985	37,676	40,000	90.0%
5) Mail Drive	5,000	35,001	52,292	125,000	99,981	(25,019)	172,485	150,000	66.7%
6) Phone Campaign	0	0	7,730	0	0	0	11,490	140,000	0.0%
7) Business	0	36,805	6,005	85,000	89,130	4,130	60,866	125,000	71.3%
8) Foundations	5,000	5,170	5,950	42,000	92,235	50,235	43,035	100,000	92.2%
	171,000	283,679	220,424	1,223,500	1,543,750	320,250	1,285,184	2,100,000	73.5%

In House Merchandising

Outside Merchandising

	(1) deYoung Store		(2) Legion Store		(3) Faberge Store		(4) Best Store		(5) Wholesale & Royalties		(6) Grand Totals	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Sales	703,100	475,848	500,850	528,304	192,000	848,047	125,600	142,869	100,908	102,438	1,622,459	1,897,502
Discounts	(63,279)	(34,631)	(30,051)	(23,354)	(7,680)	(23,004)	(5,024)	(4,319)	0	0	(106,034)	(85,308)
Cost of Goods	(358,581)	(239,179)	(260,442)	(262,793)	(103,680)	(317,342)	(67,824)	(67,477)	(53,184)	(52,386)	(843,709)	(939,177)
Commissions	0	0	0	0	0	0			(7,364)	(4,836)	(7,364)	(4,836)
Gross Profit	281,240	202,036	210,357	242,157	80,640	307,701	52,752	71,073	40,360	45,216	665,352	868,181
Personnel Expenses	148,364	185,573	67,301	37,379	4,635	32,981	18,643	11,285	16,485	19,209	255,428	286,428
Other Expenses	19,066	33,669	6,258	8,034	900	28,578	1,620	6,649	0	0	27,844	76,930
Total Expenses	167,430	219,242	73,559	45,413	5,535	61,559	20,263	17,934	16,485	19,209	283,272	363,358
Gross Profit Over Expense	113,810	(17,206)	136,798	196,744	75,105	246,142	32,489	53,139	23,875	26,007	382,080	504,823
Variance to Year To Date		(131,016)		59,946		171,037		20,650		2,132		122,743

Appendix "B" – Exhibition Program FY 1996-97

	In-House Exhibitions	Venue	(1) Runs		(2) Cost Original	Revised	(3) Gifts and Grants Original	Revised		(4) Income Original	Revised	(5) Nets Original	Revised
1	Pergamon: The Telephos Frieze Restored (199)	L	04-May-96	08-Sep-96	85,838	30,000						(85,838)	(30,000)
2	Faberge in America (102)	D	25- May-96	28-Jul-96	44,708	55,000				136,400	215,295	91,692	160,295
3	Paris Modern: The Swedish Ballet 1920-1925 (131)	L	15-Jun-96	29-Sep-96	47,670	51,000	15,000	15,000	NEA	199K Tix	16.2K Audio	(32,670)	(9,542)
								1,000	Baer				
								4,770	DeMares				
								19,647	Osher				
							Subtotal	1,041	Amer Scandanav				
								41,458					
4	Irving Norman (112)	D	03-Jul-96	06- Oct 96	10,196	3,000						(10,196)	(3,000)
5	Unraveling Yarns Rotation (122)	D	14-Sep-96	00-May-97	6,899	12,000	0	1,233	Wrezal			(6,899)	(10,767)
6	Arts of Oceania (113)	D	04-Sep-96	ongoing	53,057	30,000	10,000	10,000	Friede			(43,057)	0
								20,000	Flexochecker				
							Subtotal	30,000					
7	Art of the Americas:Cultural Crosscurrents (136)	D	04-Sep-96	23-Feb-97	13,094	13,094						(13,094)	(13,094)
8	The Observant Eye: Drawings by Don Bacardy (140)	D	04-Sep-96	1-Dec-96	16,095	13,095						(16,095)	(13,095)
9	Best Culture and the New America (110)	D	05-Oct-96	29-Dec-96	199,142	199,142	199,142	199,142	Root $198,142		405	0	405
									Bransten $1,000		Audio		
10	Treasure of Imperial China	A	14-Oct-95	08-Dec-96									
11	Sculptor's Works on Paper/Achenbach (126)	L	12-Oct-96	18-Jan-97	5,910	5,910						(5,910)	(5,910)
12	Modern Sculpture from the Nasher Collection (183)	L	26-Oct-96	12-Jan-97	265,499	265,499		10,000	McCutcheon Doyle			(265,499)	(210,499)
								25,000	McNeil				
								20,000	Wasey				
							Subtotal	55,000					
13	The Shape of Belief: African Art from the Heide Collection (185)	D	16-Nov-96	13-Apr-97	11,267	11,267						(11,267)	(11,267)
14	If the Shoe Fits (182)	D	7-Dec-96	13-Jul-97	2,625	2,625						(2,625)	(2,625)
15	American Galleries (129)	D	29-Dec-96	ongoing	0	5,000						0	(5,000)
16	Art of the Americas: Pride of Place (138)	D	15-Mar-97	06-Jul-97	13,094	15,000		15,000	NEA			(13,094)	0

(Continued)

Appendix "B" – Exhibition Program FY 1996-97

		venue	(1) Runs		(2) Cost		(3) Gifts and Grants			(4) Income		(5) Nets	
					Original	Revised	Original	Revised		Original	Revised	Original	Revised
17	The Peale Family: Creation of a Legacy (107)	D	25-Jan-97	05-Apr-97	184,249	184,249	184,249	184,249	Root			0	0
18	Anderson Collection (117)	L	08-Feb-97	18-May-97	0	20,000						0	(20,000)
19	Masterpieces of the Morgan Library (115)	L	15-Feb-97	27-Apr-97	125,874	125,874						(125,874)	(125,874)
20	Bouquets to Art	L	17-Mar-97	21-Mar-97									
21	Reinstallation of the American Gallery 5	D	01-Apr-97	ongoing	0	5,000						0	(5,000)
22	AOA Rotation (121)	D	01-Mar-97	ongoing	3,150	3,150	3,150	3,150	Fleischacker			0	0
23	Youth Arts Festival	D	07-May-97	11-May-97									
24	Roy Lichtenstein (145)	D	31-May-97	07-Sep-97	0	10,000						0	(10,000)
25	Life & The Afterlife in Ancient Peru (124)	D	17-May-97	10-Aug-97	188,720	188,720	60,000	60,000	NEA	69,999	48K visitors	(58,721)	(28,721)
								30,000	Anonymous				
							Subtotal	90,000					
26	John Martin Deluge Trilogy	L	10-May-97	03-Aug-97	0	42,492	0	25,000	Transamerica	0	15,000	0	(2,492)
26	Andean Textiles (116)	D	21-Jun-97	19-Oct-97	27,825	27,825						(27,825)	(27,825)
27	Nathan Oliveira Monotypes	L	14-Jun-97	14-Sep-97	14,816	14,816						(14,816)	(14,816)
28	Recent Acquisitions from AFGA	L	14-Jun-97	14-Sep-97	8,411	8,411						(8,361)	(8,361)
29	Grants and Gifts To Be Raised						100,000	30,000				100,000	30,000
			* Subtotal In-House Exhibits		1,328,139	1,342,169	571,541	890,690		206,399	230,700	(550,149)	(367,188)
	FAM Travelling Exhibitions												
1	Faberge - Traveling				328,000	328,000				345,000	345,000	17,000	17,000
										Participation	fees, shipping		
2	Pergamon - Traveling				64,800	12,500				64,800	12,500	0	0
										Metropolitan Museum			
	Traveling Tour Totals				392,800	340,500	0	0		409,800	357,500	17,000	17,000
	Total In House and Traveling Exhibitions				1,720,939	1,682,669	571,541	890,690		616,199	588,200	(533,149)	(350,188)

COFAM Balance Sheet At January 31,1997

ASSETS		LIABILITIES & FUND BALANCES	
Cash	769,284	Accounts Payable	301,841
Cash Equivalents	3,102,863	Other Accrued Liabilities	3,529,232
Accounts Receivable	2,812,689	Deferred Income - Restricted	1,363,342
Prepaid Expenses	179,982	Deferred Income - Unrestricted	3,179,029
Note Receivable	100,000	Fund Balances	
Inventory - Store	754,761	Unrestricted Fund	2,861,220
Inventory - Publications	495,703	Plant Fund	(2,173,995)
Investment in Bonds	750,000	Revenues over Expenses	722,300
Furniture & Equipment (Net)	817,687	(Note 2)	
	9,782,969		9,782,969

COFAM Reserve At 1/31/97	2,240,421

Note 1 -- Reserve Formula	
Cash & Cash Equivalents	3,872,147
Bonds	750,000
Accounts Receivable	2,812,689
Less Accounts Payable	(301,841)
Less Other Accrued Liabilities	(3,529,232)
Less Deferred Income - Restricted	(1,363,342)
	2,240,421

Note 2 -- Revenues over Expenses	
Operating Revenue over Expenses	840,221
Less Plant Fund	(268,790)
Plus Restricted Funds	150,869
Less Airport Fund	0
Surplus / (Deficit)	722,300

COFAM Balance Sheet At December 31,1996

ASSETS		LIABILITIES & FUND BALANCES	
Cash	917,819	Accounts Payable	250,205
Cash Equivalents	2,309,052	Other Accrued Liabilities	3,702,867
Accounts Receivable	2,821,059	Deferred Income - Restricted	918,092
Prepaid Expenses	212,432	Deferred Income - Unrestricted	3,023,588
Note Receivable	100,000	Fund Balances	
Inventory - Store	776,760	Unrestricted Fund	2,861,220
Inventory - Publications	491,933	Plant Fund	(2,173,995)
Investment in Bonds	750,000	Revenues over Expenses	635,360
Furniture & Equipment (Net)	838,282	(Note 2)	
	9,217,337		9,217,337

COFAM Reserve At 12/31/96	1,926,766

Note 1 -- Reserve Formula		Note 2 -- Revenues over Expenses	
Cash & Cash Equivalents	3,226,871	Operating Revenue over Expenses	784,326
Bonds	750,000	Less Plant Fund	(245,030)
Accounts Receivable	2,821,059	Plus Restricted Funds	96,064
Less Accounts Payable	(250,205)	Less Airport Fund	0
Less Other Accrued Liabilities	(3,702,867)		
Less Deferred Income - Restricted	(918,092)	Surplus / (Deficit)	635,360
	1,926,766		

COBUD97.xlw 2/20/97 1:16 PM

CORPORATION OF THE FINE ARTS MUSEUMS

BOARD OF TRUSTEES

EXECUTIVE COMMITTEE

March 13, 1997

The Minutes of this meeting are missing.

San Francisco Public Library
Government Information Center

FINE ARTS MUSEUMS of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

DOCUMENTS DEPT
MAY 05 1997
SAN FRANCISCO
PUBLIC LIBRARY

.254

4/8/97

CORPORATION OF THE FINE ARTS MUSEUMS

Board of Trustees
Executive Committee

California Palace of the Legion of Honor
Board Room
Lincoln Park
San Francisco, California
Thursday, May 8, 1997, 3:30 p.m.*

NOTE: CHANGE IN TIME AND LOCATION

AGENDA

Public Meeting Requirements Relating to Accessibility

The following information is in compliance with the Americans with Disabilities Act (ADA).

The following will be made available upon request:

1. American sign language interpreters
2. A sound enhancement system
3. An agenda of meeting available in alternative formats
4. A reader during the meeting.

To arrange for the above services, please contact Judy Gough (415) 750-3669 at least 72 hours prior to a meeting. Late requests will be honored if possible.

Minutes of the meeting will be made available in alternative formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that others may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

***Or such earlier time as the Fine Arts Museums of San Francisco Executive Committee meeting ends, but in no event before 3:30 p.m.**

Administrative Offices
233 Post Street, San Francisco, CA 94108-5003
tel: 415.750.3600 fax: 415.750.7686

Public Meeting Requirements Relating to Accessibility (continued)

The MUNI's wheelchair-accessible No. 18 line stops in front of the Legion.

For access to the Legion from downtown, take MUNI's wheelchair-accessible No. 38 Geary line to 33rd and Clement and connect with the No. 18 line. For more information about MUNI's accessible services, call (415) 923-6142.

There are accessible parking spaces (disabled-designated) available in front of the Legion.

Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

Know Your Rights Under the Sunshine Ordinance

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review.

For more information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 554-6075.

Corporation of The Fine Arts Museums
Executive Committee
May 8, 1997

ORDER OF BUSINESS

I. Calling of the Meeting to Order - Mrs. Alfred S. Wilsey, Chairman

II. Calling of the Roll

Trustees:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Mrs. Ray Dolby, Vice President/Annual Support
Richard P. Essey
Richard H. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
J. Alec Merriam
Steven MacGregor Read
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Mrs. Alfred S. Wilsey, Chairman
Frank Montgomery Woods

III. Report of the Chairman - Mrs. Alfred S. Wilsey

IV. Report of the President - Richard W. Goss II

A. Approval of the Minutes of the Board of Trustees Meeting of April 10, 1997 (See Appendix A) Filed under separate

Approved___

B. Other Informational Items

V. Report of the Chief Executive Officer - Harry S. Parker III

A. Report on COFAM Operating Budget as of March 31, 1996 (See Appendix B)

B. Approval of New Memorandum of Understanding with the Asian Art Museum Regarding Admissions Revenue Split and Other Matters

WHEREAS, A meeting has been held with the Asian Art Museum to re-negotiate the Memorandum of Understanding (MOU) on Food and Beverage Services, Museum Shops and General Admissions, which terminates on May 25, 1997; and

WHEREAS, The key issue to be re-negotiated was the one-third Asian and two-thirds FAM split of net admission fees from both the Legion and the de Young / Asian building; and

WHEREAS, A new MOU has been tentatively agreed to by both museums, which on July 1, 1997 reserves 100% of Legion net admissions proceeds to the FAM and splits net admissions at the de Young / Asian building 50% FAM and 50% AAM; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize its Chief Executive Officer to enter into the tentatively agreed to New Memorandum of Understanding with the Asian Art Museum on Food and Beverage Services, Museum Stores, Trustees Auditorium, and General Admissions; and be it

FURTHER RESOLVED, That the Chief Executive Officer is authorized to take any actions necessary to implement the MOU.

Approved ___

C. Formation of the Ancient Hellenic Arts Council and Resolution

WHEREAS, With its interest in preserving and promoting the spirit of the ideals of Hellenic culture and heritage, the Elios Society will spearhead the formation of the Ancient Hellenic Arts Council to be affiliated with the Fine Arts Museums of San Francisco and operating with the support of the Corporation of The Fine Arts Museums; and

WHEREAS, Membership in this Council will be opened to all who share a concern for ancient Hellenic art and preserving the treasures of the past; and

WHEREAS, Annual dues and financial contributions will cover expenses and assist in furthering the ancient Hellenic art collection at the Fine Arts Museums; and

C. Formation of the Ancient Hellenic Arts Council and Resolution (continued)

WHEREAS, The main mission of the Ancient Hellenic Arts Council will be to support ancient Hellenic art at the Fine Arts Museums of San Francisco through gifts, bequests, donations, and fund-raising. By means of this support the Council will assist in the acquisition of museum quality works of ancient Hellenic art under the recommendation of the curator in charge and offer and sponsor exhibitions, lectures, trips, and symposiums; and

WHEREAS, The Council will meet at least quarterly and operate under the leadership of its Board consisting of a president, vice president, and secretary/ treasurer to be elected by the membership for a period of two years. Programs will include fund-raising events and periodic cultural and educational presentations. The annual membership fee will be $100 for an individual or couple and $50 for seniors and students; now, therefore, be it

RESOLVED, That the Board of Trustees does hereby recognize the Ancient Hellenic Arts Council to be affiliated with the Fine Arts Museums of San Francisco working directly with the Museums' Department of Ancient Art, and be it

FURTHER RESOLVED, That the name of the Study Committee for Ancient and Tribal Cultures formed in early 1989 and referenced on page 810 of the minutes of the April 6, 1989 meeting of the Board of Trustees, be amended to read Africa, Oceania and the Americas Study Committee.

Approved ___

D. Report of the Pension Committee

1. Amendment Number Four to the Retirement Income Plan of the Corporation of The Fine Arts Museums

WHEREAS, The Corporation of The Fine Arts Museums ("COFAM" the "Employer") maintains the Retirement Income Plan of the Corporation of The Fine Arts Museums (the "Plan") for the benefit of certain COFAM employees; and

WHEREAS, The Board of Trustees of COFAM (the "Board"), pursuant to Section 7.1 of the Plan document, has reserved the right to amend the Plan; and

WHEREAS, It has been determined that it is in the interest of COFAM and Plan participants to amend the Plan to clarify the treatment under the Plan of individuals employed in Shared Positions; and

1. Amendment Number Four to the Retirement Income Plan of the Corporation of The Fine Arts Museums (continued)

WHEREAS, The Board, pursuant to Section 8.05 of the Plan document, appointed a Committee to administer the Plan; now, therefore, be it

RESOLVED, That the COFAM Board of Trustees does hereby authorize and direct the Plan Committee and officers of COFAM to take any actions necessary, including the preparation and adoption of Amendment Number Four below to implement such changes to the Plan:

a. The following sentence is added to the end of Section 1.6 ("Benefit Service"):

"Notwithstanding the foregoing, if two Eligible Employees are employed by the Employer in a Shared Position and have begun participation in the Plan in accordance with Section 2.1(a), and the total Hours of Service earned by both Eligible Employees is equal to or exceeds 1,000, each Eligible Employee in the Shared Position shall earn a year of Benefit Service."

b. The following sentence is added to the end of Section 1.26 ("Final Average Compensation"):

"With respect to two Eligible Employees employed by the Employer in a Shared Position, the Final Average Compensation of each such Eligible Employee shall be based on such Eligible Employee's actual annual Earnings, rather than the annual Earnings of both Eligible Employees in the Shared Position."

c. The following sentence is added to the end of Section 1.27 ("Final Average Earnings"):

"With respect to two Eligible Employees employed by the Employer in a Shared Position, the Final Average Earnings of each such Eligible Employee shall be based on such Eligible Employee's actual monthly Earnings, rather than the monthly Earnings of both Eligible Employees in the Shared Position."

1. Amendment Number Four to the Retirement Income Plan of the Corporation of The Fine Arts Museums (continued)

d. The following new Section 1.41 is added to the Plan and the remaining Sections of Article I are redesignated accordingly.

"1.41 Shared Position means a single job shared by two Eligible Employees and evidenced by a memorandum of understanding between the Employer and such Eligible Employees."

e. The following sentence is added to the end of newly-redesignated Section 1.45 ("Vesting Service"):

"Notwithstanding the foregoing, if two Eligible Employees are employed by the Employer in a Shared Position and have begun participation in the Plan in accordance with Section 2.1(a), and the Hours of Service earned by both Eligible Employees is equal to or exceeds 1,000, each Eligible Employee in the Shared Position shall earn a year of Vesting Service."

f. The following sentence is added to the end of Section 2.1(a) ("Entry Into Plan"):

"Notwithstanding the foregoing, if two Eligible Employees are employed by the Employer in a Shared Position, each Eligible Employee in the Shared Position shall be deemed to have earned 1,000 Hours of Service and shall become a Participant in the Plan on the first day of the month following the end of the first Plan Year (or if earlier, the Employee's initial computation period) in which the total Hours of Service earned by both Eligible Employees is equal to or exceeds 1,000."

Approved ___

2. Other Matters

E. Other Informational Items

VI. Report of the Budget Committee - William A. Stimson, Vice President of Finance

VII. Report of The Fine Arts Museums Foundation - Charles Crocker, President

VIII. Adjournment - Mrs. Alfred S. Wilsey

COFAM Operating Budget Report

March 31, 1997

Overview

For the nine months ended March 31, 1997, the cumulative operating budget bottom line was $1,269,766. After the unbudgeted $172,000 COFAM donation to the Campaign for a New de Young is taken into account, the bottom line is reduced to $1,097,766.

March added $61,024 to the cumulative surplus. Support ran $728,423 ahead of budget, owing to strong annual contributions, use of exhibit grants and gifts earlier than expected to cover expenses, and the unexpected contribution from The Museum Society at the time of its wind up and dissolution. Revenues were $606,325 more than budgeted due to *Faberge* summer gains, followed by steady Legion store sales and general admissions. The heavy attendance generated by the Auxiliary's *Bouquets to Art* spiked both admissions and store sales. Facility rental income continued to surpass budget. Other fee income is high because of *Faberge* catalogue sales to museums on the show's circuit. Membership income was down by $62,366 in March but should rebound with the opening of the *Peru* show in mid-May. Personnel costs were in line with the rolling forecast. Other expenses were less than budgeted.

The COFAM Reserve was $2,504,711 compared to $2,597,333 in February – a decline likely to continue until the *Peru* show opens. The minimum reserve level is $2 million by board policy.

As the museum moves toward the end of the fiscal year, the rolling forecast becomes a more telling yard stick to measure progress and assess problem areas. The forecast projects a modest year end surplus. In addition to cost control, key fourth quarter (April – June) income factors essential to achieve a surplus to further strengthen the reserve include the successful

completion of the annual contributions drive, a popular *Peru* exhibit, and good membership renewal rates from the large group attracted over the past two years by *Monet* in 1995 and *Faberge* in 1996.

Support and Revenue

While annual contributions were off slightly in March, they were $418,118 over original budget and close to 80% of the rolling forecast goal of $2,270,000 – a $170,000 increase from the original budget to cover additional de Young bond campaign costs (Appendix "A" page 5). The unexpected $128,920 from the Society boosted support. Specified funds draw downs were ahead of budget by $200,306 because of project expenses occurring sooner than expected. Store gross profit on sales was ahead of budget by $254,669 with strong performances from the Legion and *Faberge* stores (Appendix "B" page 6). Facility rentals and admission fees continued to top budget. Exhibition program earned income was temporarily off because of delayed transport reimbursements from other museums participating in the *Faberge* circuit. As mentioned previously, membership income was off. Other fee income was substantially over budget from the sale of *Faberge* catalogues to other museums.

Expenses

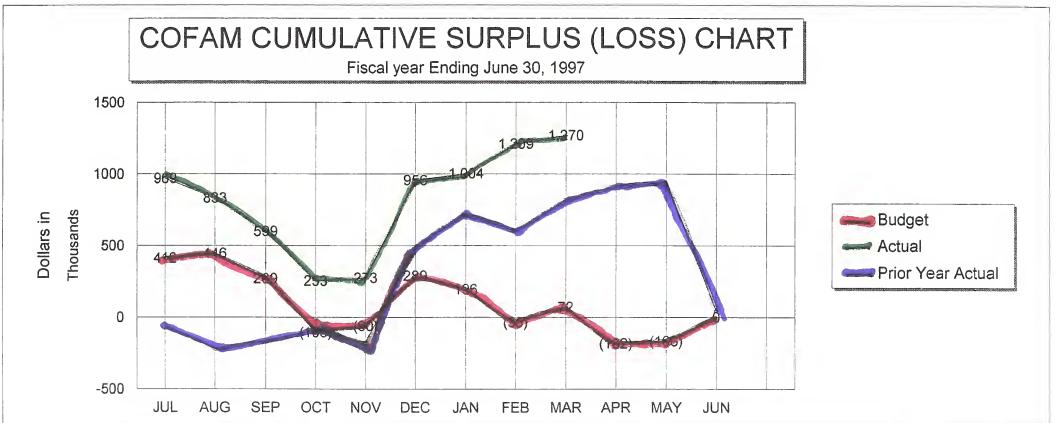
Although, personnel costs continued to be more than original budget, they were in line with the rolling forecast. Other expenses were lower than budget with variances attributable to timing differences between the budget plan and when expenses were actually incurred.

# # #

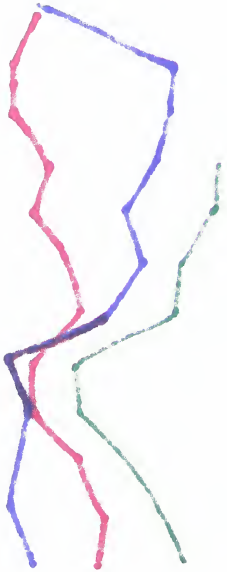
brept 04/29/97

COFAM Operating Budget Report

March 31, 1997


COFAM CUMULATIVE SURPLUS (LOSS) CHART
Fiscal year Ending June 30, 1997
Dollars in Thousands
1500
1000
500
0
-500
JUL
AUG
SEP
OCT
NOV
DEC
JAN
FEB
MAR
APR
MAY
JUN
969
833
599
253
273
956
1,004
1,270
Budget
Actual
Prior Year Actual

III



COFAM FY 1996-97 Operating Budget At March 31, 1997 (9 Months --75% Of The Budget Year)

	(1) March---- Original Budget	Actual	Variance to Monthly Budget	(2) 9-Months---- Original Budget	Actual	Variance to Y-T-D Budget	(3) Original Budget------	% Actual To Original Budget-----	Rolling Forecast 3/12/97	(4) Actual Prior Year At 9 Months	(5) Notes
SUPPORT & REVENUE											
Support											
1) Annual Contributions	110,500	96,588	(13,912)	1,393,500	1,811,618	418,118	2,100,000	86.3%	2,270,000	1,457,884	See Appendix "A" page 5 for details
2) Society Contribution	0	0	0	0	128,920	128,920	0	0.0%	128,920	630,727	
3) Foundation Endowment Support	82,240	76,961	(5,279)	740,160	734,881	(5,279)	986,895	74.5%	986,895	690,877	
4) Specified Funds											
--Curatorial/Conservation	27,262	76,083	48,821	231,726	293,082	61,356	327,145	89.6%	377,145	229,117	
--Achenbach Collection Mgmt. Project	0	0	0	0	10,103	10,103	0	0.0%	0	104,303	
--Publications	16,000	10,000	(6,000)	26,500	57,250	30,750	64,000	89.5%	139,250	186,450	
--Exhibition Funds Secured	5,000	21,378	16,378	339,142	500,407	161,265	471,541	106.1%	664,232	684,322	See Appendix "C" pages 7 and 8 for details
--Exhibition Funds To Be Raised	10,000	0	(10,000)	60,000	0	(60,000)	100,000	0.0%	0	39,993	
--Education Programs	45,175	20,347	(24,828)	159,845	144,587	(15,258)	237,700	60.8%	247,200	187,251	
--General	7,448	4,650	(2,798)	63,308	75,308	12,000	89,379	84.4%	95,100	384,275	
5) COFAM Investment Income	12,000	11,496	(504)	120,000	106,358	(13,642)	150,000	70.9%	140,000	144,973	
Subtotal Support	315,625	317,503	1,878	3,134,181	3,862,604	728,423	4,526,660	85.3%	5,038,742	4,740,172	

COFAM FY 1996-97 Operating Budget At March 31, 1997 (9 Months--75% Of The Budget Year)

	(1) March			(2) 9-Months			(3)			(4)	(5)
	Original Budget	Actual	Variance to Monthly Budget	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget------	% Actual To Original Budget------	Rolling Forecast 3/12/97	Actual Prior Year At 9 Months	Notes
Revenue											
6) Museum Store Sales	117,468	219,928	102,460	1,839,595	2,245,254	405,659	2,282,100	98.4%	2,665,532	1,367,542	See Appendix "B" page 6 for details
Less Discounts	(7,641)	(13,875)	(6,234)	(119,714)	(105,906)	13,808	(150,179)	70.5%	(128,010)	(92,144)	
Less Cost of Goods	(60,668)	(117,460)	(56,792)	(955,966)	(1,125,746)	(169,780)	(1,184,109)	95.1%	(1,335,299)	(697,755)	
Less Commissions	(1,227)	0	1,227	(9,818)	(4,836)	4,982	(13,500)	35.8%	(11,586)	(2,815)	
Gross Profit	47,932	88,593	40,661	754,097	1,008,766	254,669	934,312	108.0%	1,190,637	574,828	
7) Facilities Rental Gross	35,000	58,740	23,740	325,000	434,273	109,273	425,000	102.2%	554,000	197,914	
8) Benefits Gross Income	0	8,066	8,066	45,000	38,223	(6,777)	45,000	84.9%	186,000	169,464	
9) General Admissons COFAM Net	85,268	162,078	76,810	1,227,569	1,367,555	139,986	1,559,561	87.7%	1,638,523	1,087,108	Museum Attendance -
10) Food & Beverage Concession Fees	12,553	16,256	3,703	147,282	127,364	(19,898)	191,281	66.6%	152,267	101,354	March: 89,272 visitors, 43% paid, budgeted - 55,000 visitors, 47% paid
11) Exhibition Program Earned Income	115,000	4,367	(110,633)	481,200	421,810	(59,390)	616,199	68.5%	660,200	204,646	Year to Date: 746,342 visitors, 48% paid, budgeted - 760,000, 45% paid
12) Museum Society Membership Services	0	0	0	0	0	0	0	0.0%	0	301,197	
13)FAM Membership Dues	263,736	201,370	(62,366)	1,849,848	1,775,549	(74,299)	2,640,000	67.3%	2,622,240	1,620,929	Year to date: 32,928 dues paid members averaging $53.92 per member
14) Conservation Services	16,333	18,425	2,092	147,000	147,504	504	196,480	75.1%	225,746	114,803	compared to budgeted goals of 30,831 dues paid members averaging $60 per member
15) Miscellaneous											Current active members = 47,768
--Development Trip Fees	0	42,580	42,580	120,000	118,500	(1,500)	120,000	98.8%	120,000	39,498	
--Other Fees	27,296	36,487	9,191	245,663	509,420	263,757	327,550	155.5%	527,050	256,880	
Subtotal Revenue	603,118	636,962	33,844	5,342,659	5,948,964	606,325	7,055,383	84.3%	7,876,663	4,668,621	
Total Support & Revenue	918,743	954,465	35,722	8,476,840	9,811,588	1,334,748	11,582,043	84.7%	12,915,405	9,408,793	

	(1) March			(2) 9-Months			(3)			(4)	(5)
	Original Budget	Actual	Variance to Monthly Budget	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	% Actual To Original Budget	Rolling Forecast 3/12/97	Actual Prior Year At 9 Months	Notes
EXPENSES											
Personnel Expenses											
16) Curatorial											
Curatorial/Conservation/Education	163,630	162,861	(969)	1,554,489	1,571,485	16,996	2,127,196	73.9%	2,190,385	1,291,022	
Project Funded Term Employees	27,075	35,735	8,660	283,117	326,399	43,282	375,580	86.9%	483,700	375,453	
Exhibit Group	54,696	59,824	5,128	519,615	532,437	12,822	711,052	74.9%	732,565	507,362	
Exhibit Program Temporary Labor	1,660	5,193	3,533	104,560	170,633	66,073	139,120	122.7%	139,260	57,961	
17) Development	27,385	32,900	5,515	260,161	335,066	74,905	356,010	94.1%	452,421	259,842	
18) Administration											
Administration General	80,744	61,900	(18,844)	767,070	737,894	(29,176)	1,049,675	70.3%	1,031,001	649,210	
Operations Group	14,706	13,984	(722)	139,706	142,828	3,122	191,177	74.7%	201,096	207,244	
Stores	31,506	31,113	(393)	318,440	352,441	34,001	428,710	82.2%	457,585	303,832	
Facilities Rental	11,784	25,870	14,086	111,941	138,107	26,166	153,182	90.2%	180,076	85,512	
19) Marketing & Membership											
General	16,249	17,159	910	154,367	153,997	(370)	211,239	72.9%	214,530	164,742	
Public Relations & Advertising	20,842	21,664	822	197,992	187,357	(10,635)	270,936	69.2%	274,240	116,404	
FAM Membership Services	26,230	29,406	3,176	249,184	264,731	15,547	340,989	77.6%	360,680	227,609	
Museum Society Membership Services	0	0	0	0	0	0	0	0.0%	0	100,791	
Subtotal Personnel	476,507	497,409	20,902	4,660,642	4,913,375	252,733	6,354,866	77.3%	6,717,539	4,346,984	

COFAM FY 1996-97 Operating Budget At March 31, 1997 (9 Months --75% Of The Budget Year)

	(1)			(2)			(3)			(4)	(5)
	March----------			9-Months----------							
	Original Budget	Actual	Variance to Monthly Budget	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget-----	% Actual To Original Budget-----	Rolling Forecast 3/12/97	Actual Prior Year At 9 Months	Notes
Other Expenses											
20) Curatorial											
Curatorial/Conservation/Education	42,050	46,603	4,553	333,436	406,135	72,699	493,734	82.3%	533,234	361,174	
Publications	16,000	10,000	(6,000)	26,500	57,250	30,750	64,000	89.5%	139,250	186,450	
Exhibit Group	6,929	3,208	(3,721)	58,901	40,717	(18,184)	83,155	49.0%	83,155	34,754	
Exhibit Program	32,000	106,889	74,889	1,221,934	992,097	(229,837)	1,583,544	62.7%	1,543,409	1,021,466	
21) Development											
Development General	37,716	61,068	23,352	368,537	309,261	(59,276)	527,525	58.6%	527,525	452,349	
Benefits	0	1,804	1,804	19,800	39,460	19,660	19,800	199.3%	133,820	109,120	
22) Administration											
Administration General	61,682	74,923	13,241	530,470	616,183	87,713	740,191	83.5%	796,895	749,193	
Operations Group	40,602	30,619	(9,983)	349,178	363,807	14,709	487,225	74.7%	487,225	336,540	
Facilities Rental	4,800	2,681	(2,119)	44,750	22,995	(21,755)	60,350	38.1%	60,350	9,126	
Stores	4,070	6,968	2,898	35,985	90,010	54,025	52,268	172.2%	104,850	48,817	
Stores AAM Payable	0	0	0	0	0	0	0	0.0%	0	0	
23) Marketing & Membership											
General	9,218	2,980	(6,238)	79,270	62,811	(16,459)	110,809	56.8%	112,509	159,551	
Public Relations & Advertising	42,505	18,777	(23,728)	270,793	216,695	(54,098)	390,060	55.6%	382,060	293,708	
FAM Membership Services	37,268	29,512	(7,756)	404,486	408,946	4,460	614,716	66.5%	631,916	301,539	
Museum Society Membership Services	0	0	0	0	0	0	0	0.0%	0	179,195	
Subtotal Other Expenses	334,840	396,032	61,192	3,744,020	3,628,447	(115,573)	5,227,177	69.4%	5,538,298	3,660,604	
Total Expenses	811,347	893,441	82,094	8,404,662	8,541,822	137,160	11,582,043	73.8%	12,255,837	8,007,588	
SUPPORT & REVENUE OVER EXPENSES	107,396	61,024	(46,372)	72,178	1,269,766	1,197,588	0	n/a	659,568	1,401,205	
COFAM SUPPORT OF BOND MEASURE CAMPAIGN		0	0	0	(172,000)	(172,000)	0	n/a	(172,000)	0	
SUPPORT & REVENUE OVER EXPENSES	107,396	61,024	(46,372)	72,178	1,097,766	1,025,588	0	n/a	487,568	1,401,205	
LESS PLANT FUND DEPRECIATION	(20,595)	(20,595)	0	(144,165)	(144,165)	0	(259,500)	55.6%	(259,500)	(115,792)	
	86,801	40,429	(46,372)	(71,987)	953,601	1,025,588	(259,500)	n/a	228,068	1,285,414	

Annual Contributions Report -- Month Ending March 31, 1997 (75% Of The Budget Year)

(1)	(2)			(3)				(3)	
Contribution Categories	March 1997 Budget	Actuals	March '96 Actuals	Year To Date Budget	Actuals	Variance to Y-T-D Budget	Prior Year Actuals	Current Year Annual Goals	Current Year % of Annual Goals Achieved
1) Associates ($5,000 and up)	50,000	35,199	50,000	765,000	1,108,610	343,610	797,729	1,320,000	84.0%
2) Patrons ($2,500 - $5,000)	2,500	14,883	0	32,500	51,090	18,590	25,328	45,000	113.5%
3) Friends ($1,000 - $2,500)	25,000	31,278	29,750	265,000	309,964	44,964	261,824	350,000	88.6%
4) National Council/Other	2,000	6,092	145	28,000	45,927	17,927	41,621	40,000	114.8%
5) Mail Drive	15,000	1,192	820	140,000	104,697	(35,303)	178,065	150,000	69.8%
6) Phone Campaign	0	0	0	0	0	0	11,490	140,000	0.0%
7) Business	10,000	7,830	15,686	95,000	103,905	8,905	77,253	125,000	83.1%
8) Foundations	6,000	115	6,000	68,000	87,425	19,425	64,575	100,000	87.4%
	110,500	96,589	102,401	1,393,500	1,811,618	418,118	1,457,885	2,270,000	79.8%

Appendix "B" -- Stores Report: 9 Months Ended March 31,1997

	In House Merchandising								Outside Merchandising			
	(1) deYoung Store		(2) Legion Store		(3) Faberge Store		(4) Beat Store		(5) Wholesale & Royalties		(6) Grand Totals	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Sales	792,100	629,778	595,350	701,642	192,000	648,047	125,600	142,869	134,544	122,918	1,839,595	2,245,253
Discounts	(71,289)	(44,254)	(35,721)	(34,329)	(7,680)	(23,004)	(5,024)	(4,319)	0	0	(119,714)	(105,906)
Cost of Goods	(403,971)	(321,691)	(309,582)	(356,295)	(103,680)	(317,342)	(67,824)	(67,477)	(70,912)	(62,941)	(955,967)	(1,125,746)
Commissions	0	0	0	0	0	0			(7,364)	(4,836)	(7,364)	(4,836)
Gross Profit	316,840	263,833	250,047	311,018	80,640	307,701	52,752	71,073	56,268	55,141	756,550	1,008,765
Personnel Expenses	187,926	237,647	86,353	46,042	4,635	32,981	18,643	11,285	20,881	24,486	318,438	352,442
Other Expenses	25,122	45,090	8,344	9,590	900	28,578	1,620	6,752	0	0	35,986	90,010
Total Expenses	213,048	282,737	94,697	55,632	5,535	61,559	20,263	18,037	20,881	24,486	354,424	442,452
Gross Profit Over Expense	103,792	(18,904)	155,350	255,386	75,105	246,142	32,489	53,035	35,387	30,655	402,126	566,313
Variance to Year To Date		(122,696)		100,036		171,037		20,546		(4,732)		164,187

Exhibition Program FY 1996-97 - Rolling Forecast - 3/12/97

		venue	(1) Runs		(2) Cost		(3) Gifts and Grants			(4) Income		(5) Nets	
					Original	Revised	Original	Revised		Original	Revised	Original	Revised
	In-House Exhibitions												
1	Pergamon: The Telephos Frieze Restored (199)	L	04-May-96	08-Sep-96	85,838	30,000		5,000	DuPont Corian			(85,838)	(25,000)
2	Faberge in America (102)	D	25- May-96	28-Jul-96	44,708	55,000				136,400	215,295	91,692	160,295
3	Paris Modern: The Swedish Ballet 1920-1925 (131)	L	15-Jun-96	29-Sep-96	47,670	51,000	15,000	15,000	NEA	199K Tix	16.2K Audio	(32,670)	458
								1,000	Baer				
								4,770	DeMares				
								19,647	Osher				
								1,041	Amer Scandanav				
							Subtotal	10,000	Franklin				
								51,458					
4	Irving Norman (112)	D	03-Jul-96	06- Oct 96	10,196	3,000						(10,196)	(3,000)
5	Unraveling Yarns Rotation (122)	D	14-Sep-96	00-May-97	6,899	12,000	0	1,233	Wiscal			(6,899)	(10,767)
6	Arts of Oceania (113)	D	04-Sep-96	ongoing	53,057	30,000	10,000	10,000	Friede			(43,057)	0
								20,000	Fleischackar				
							Subtotal	30,000					
7	Art of the Americas:Cultural Crosscurrents (136)	D	04-Sep-96	23-Feb-97	13,094	13,094						(13,094)	(13,094)
8	The Observant Eye: Drawings by Don Bacardy (140)	D	04-Sep-96	1-Dec-96	16,095	13,095						(16,095)	(13,095)
9	Beat Culture and the New America (110)	D	05-Oct-96	29-Dec-96	199,142	199,142	199,142	199,142	Root $196,142		405	0	405
									Bransten $1,000		Audio		
10	Treasure of Imperial China	A	14-Oct-95	08-Dec-96									
11	Sculptor's Works on Paper/Achenbach (128)	L	12-Oct-96	18-Jan-97	5,910	5,910						(5,910)	(5,910)
12	Modern Sculpture from the Nasher Collection (183)	L	26-Oct-96	12-Jan-97	265,499	265,499		10,000	McCutcheon Doyle			(265,499)	(210,499)
								25,000	McNeil				
							Subtotal	20,000	Wilsey				
								55,000					
13	The Shape of Belief: African Art from the Heide Collection (185)	D	16-Nov-96	13-Apr-97	11,267	11,267						(11,267)	(11,267)
14	If the Shoe Fits (182)	D	7-Dec-96	13-Jul-97	2,625	2,625						(2,625)	(2,625)
15	American Galleries (129)	D	29-Dec-96	ongoing	0	5,000						0	(5,000)
16	Art of the Americas: Pride of Place (138)	D	15-Mar-97	06-Jul-97	13,094	15,000		15,000	NEA			(13,094)	0

(Continued)

Exhibition Program FY 1996-97 - Rolling Forecast - 3/12/97

		venue	(1) Runs		(2) Cost		(3) Gifts and Grants			(4) Income		(5) Nets	
					Original	Revised	Original	Revised		Original	Revised	Original	Revised
17	The Peale Family: Creation of a Legacy (107)	D	25-Jan-97	06-Apr-97	184,249	184,249	184,249	184,249	Root			0	0
18	Anderson Collection (117)	L	08-Feb-97	18-May-97	0	20,000						0	(20,000)
19	Masterpieces of the Morgan Library (115)	L	15-Feb-97	27-Apr-97	125,874	125,874						(125,874)	(125,874)
20	Bouquets to Art	L	17-Mar-97	21-Mar-97									
21	Reinstallation of the American Gallery 5	D	01-Apr-97	ongoing	0	5,000						0	(5,000)
22	AOA Rotation (121)	D	01-Mar-97	ongoing	3,150	3,150	3,150	3,150	Fleischacker			0	0
23	Youth Arts Festival	D	07-May-97	11-May-97									
24	Roy Lichtenstein (145)	D	31-May-97	07-Sep-97	0	10,000						0	(10,000)
25	Life & The Afterlife in Ancient Peru (124)	D	17-May-97	10-Aug-97	188,720	188,720	60,000	40,000	NEA	69,000	72,000	(59,720)	(34,720)
								20,000	Wattis		$68K admissions revenue		
								25,000	Anonymous		46,00 visitors @ 60% paid, $2.50 fee		
							Subtotal	85,000			$3K Audio		
26	John Martin Deluge Trilogy	L	10-May-97	03-Aug-97	0	42,492	0	25,000	Transamerica	0	15,000	0	(2,492)
26	Andean Textiles (116)	D	21-Jun-97	19-Oct-97	27,825	27,825						(27,825)	(27,825)
27	Nathan Oliveira Monotypes	L	14-Jun-97	14-Sep-97	14,816	14,816						(14,816)	(14,816)
28	Recent Acquisitions from AFGA	L	14-Jun-97	14-Sep-97	8,411	8,411						(8,361)	(8,361)
29	Grants and Gifts To Be Raised						100,000	0				100,000	0
			Subtotal In-House Exhibits		1,328,139	1,342,169	571,541	654,232		205,400	302,700	(651,148)	(388,187)
	FAM Travelling Exhibitions												
1	Faberge - Traveling				328,000	328,000				345,000	345,000	17,000	17,000
2	Pergamon - Traveling				64,800	12,500				64,800	Participation fees, shipping 12,500	0	0
										Metropolitan Museum			
	Traveling Tour Totals				392,800	340,500	0	0		409,800	357,500	17,000	17,000
	Total In House and Traveling Exhibitions				1,720,939	1,682,669	571,541	654,232		615,200	660,200	(634,148)	(371,187)

COFAM Balance Sheet At March 31,1997

ASSETS		LIABILITIES & FUND BALANCES	
Cash	500,777	Accounts Payable	212,446
Cash Equivalents	3,805,034	Other Accrued Liabilities	3,709,015
Accounts Receivable	2,860,693	Deferred Income - Restricted	1,490,331
Prepaid Expenses	189,595	Deferred Income - Unrestricted	3,043,436
Note Receivable	100,000	Fund Balances	
Inventory - Store	715,947	Unrestricted Fund	2,861,220
Inventory - Publications	414,503	Plant Fund	(2,173,995)
Investment in Bonds	750,000	Revenues over Expenses	970,592
Furniture & Equipment (Net)	776,497	(Note 2)	
	10,113,046		10,113,046

COFAM Reserve At 3/31/97	2,504,711

Note 1 -- Reserve Formula

Cash & Cash Equivalents	4,305,811
Bonds	750,000
Accounts Receivable	2,860,693
Less Accounts Payable	(212,446)
Less Other Accrued Liabilities	(3,709,015)
Less Deferred Income - Restricted	(1,490,331)
	2,504,711

Note 2 -- Revenues over Expenses

Operating Revenue over Expenses	1,097,766
Less Plant Fund	(339,721)
Plus Restricted Funds	212,547
Less Airport Fund	0
Surplus / (Deficit)	970,592

COFAM Balance Sheet At February 28,1997

ASSETS		LIABILITIES & FUND BALANCES	
Cash	534,222	Accounts Payable	113,898
Cash Equivalents	3,749,357	Other Accrued Liabilities	3,689,845
Accounts Receivable	2,789,679	Deferred Income - Restricted	1,422,182
Prepaid Expenses	140,836	Deferred Income - Unrestricted	3,101,907
Note Receivable	100,000	Fund Balances	
Inventory - Store	733,023	Unrestricted Fund	2,861,220
Inventory - Publications	400,833	Plant Fund	(2,173,995)
Investment in Bonds	750,000	Revenues over Expenses	979,985
Furniture & Equipment (Net)	797,092	(Note 2)	
	9,995,042		9,995,042

COFAM Reserve At 2/28/97	2,597,333

Note 1 -- Reserve Formula

Cash & Cash Equivalents	4,283,579
Bonds	750,000
Accounts Receivable	2,789,679
Less Accounts Payable	(113,898)
Less Other Accrued Liabilities	(3,689,845)
Less Deferred Income - Restricted	(1,422,182)
	2,597,333

Note 2 -- Revenues over Expenses

Operating Revenue over Expenses	1,036,742
Less Plant Fund	(294,366)
Plus Restricted Funds	237,609
Less Airport Fund	0
Surplus / (Deficit)	979,985

FINE ARTS MUSEUMS of SAN FRANCISCO

Fine Arts Museums Foundation
Supporting
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

DOCUMENTS DEPT
MAY 15 1997
SAN FRANCISCO
PUBLIC LIBRARY

May 2, 1997

Members of
The Fine Arts Museums Foundation

Dear Member:

Please find attached a copy of the minutes of the annual membership meeting of The Fine Arts Museums Foundation held on April 10, 1997.

If you have any questions please contact me at 750-3682.

Thank you.

Sincerely,

Michele Gutierrez

Michele Gutierrez
Secretary

Enclosure: April 10 , 1997 annual membership meeting minutes

Administrative Offices
233 Post Street, San Francisco, CA 94108-5003
tel: 415.750.3682 fax: 415.750.7686

The eleventh meeting of the members of The Fine Arts Museums Foundation was held in Gallery 23 at the M. H. de Young Memorial Museum on Thursday, April 10, 1997 at 5:25 p.m. The notice of the annual meeting of members was sent to each member on April 4, 1997.

Roll Call - Members present:

Alvin H. Baum, Jr.
Alix Phillips Becker
Shirley Breyer Black
George McNear Bowles
Mrs. Philip E. Bowles III
Robert J. Bransten
Mrs. Barbara B. Carleton
Mrs. Ransom S. Cook
Belva Davis
Mrs. Ray Dolby
Mrs. John V. Erickson
Richard P. Essey
Ms. Frankie Jacobs Gillette
Richard N. Goldman
Mrs. Richard Goodyear
Richard W. Goss II
David R. Hoyer
Beverly James
J. Burgess Jamieson
David M. Jamison
Ann L. Johnson, M.D.
Stephen L. Johnson
Diane B. Lloyd-Butler
George M. Marcus
Mrs. Peter McBean
Nion McEvoy
J. Alec Merriam
Michael E. O'Neill
Mrs. Julian Peabody
Steven MacGregor Read
Katharine Doyle Spann
William E. Steen
Burl A. Toler, Sr.
Mrs. Harry H. Wetzel
Mrs. Charles F. Willis
Mrs. Alfred S. Wilsey
Frank Montgomery Woods

Members Absent

Richard H. Finn
Morgan Flagg
Mrs. Lynn C. Fritz
Douglas W. Grigg
Mrs. Nancy Hamon
Alexander R. Mehran
Michael W. Michelson
Kenneth Rainin
Waldemar Rojas
John N. Rosekrans, Jr.
Sidney R. Unobskey
Marshall I. Wais, Sr.

In President Crocker's absence, Richard W. Goss II, chaired the membership meeting. Michele Gutierrez served as Secretary. A quorum (of at least fifteen) was present.

Membership - The Fine Arts Museums Foundation membership is made up of the voting members of the Board of Trustees of The Fine Arts Museums of San Francisco, excluding the two ex-officio members: the Mayor and the President of the Recreation and Park Commission.

Minutes Approved - The minutes of the tenth members' meeting of April 11, 1996, were unanimously approved, having been mailed to all members shortly after the meeting and also on April 4, 1997 with the membership meeting notice.

Financial Condition and Operations of the Foundation

The Fine Arts Museums Foundation is a California non-profit corporation, organized to invest the endowment and certain restricted funds of The Fine Arts Museums. The Foundation also serves as the Investment Committee of COFAM. The Foundation Trustees meet quarterly, primarily to review the performance of the managers of the Endowment Fund.

The market value of the Endowment Fund at the close of business on March 31, 1997 was $49,998,459.

The Foundation continues it's policy to use a total return investment strategy, emphasizing long-term growth and capital appreciation. The Foundation's distribution policy is based on a twenty-four month rolling average value, calculated at the end of each quarter. The rate used for Fiscal Year 1996-97 is 4.25% with .25% to cover Foundation operating expenses and 4% museum support.

Election of Trustees

Mr. Kingsley reported that the Foundation Trustees submitted their Trustee nominations to the membership for election. He made the following nomination report for the Fine Arts Museums Foundation Trustee positions:

Trustees for Re-Election

Walter S. Newman	(third term)
Gail P. Seneca	(first term)
William A. Stimson	(third term)

On motion, duly seconded and carried unanimously, the nominees were reelected as Foundation Trustees.

The term for each position is for three years to expire in April 2000 unless otherwise noted. Trustees may succeed themselves in office; provided, however, that no Trustee may be elected for more than three consecutive terms. The Foundation Board consists of nine Trustee positions, including an ex-officio voting position for the President of the Board of Trustees of the Corporation of The Fine Arts Museums. Trustee members are:

Trustees	Term Expires
Charles Crocker	April 1998 (second term)
Richard W. Goss II	Ex-Officio member
Leonard E. Kingsley	April 1999 (second term)
Robert Mills	April 1998 (second term)
George R. Roberts	April 1999 (first term)
Alfred S. Wilsey	April 1999 (second term)

Ratification of the Selection of Coopers & Lybrand as Outside Independent Auditors of the Foundation for Fiscal Year 1995-96.

Mr. Goss presented the following resolution, which was unanimously adopted as **RESOLUTION NUMBER 10**:

RESOLVED, That the membership of The Fine Arts Museums Foundation does hereby ratify the selection of Coopers & Lybrand as this Corporation's independent public accountant for Fiscal Year 1995-1996.

Adjournment - There being no further business, the meeting was adjourned at 5:30 p.m.

Submitted by
Michele Gutierrez
Secretary to the Foundation

FINE ARTS MUSEUMS OF SAN FRANCISCO
CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
May 8, 1997

DOCUMENTS DEPT
MAY 05 1997
SAN FRANCISCO
PUBLIC LIBRARY

Meeting Schedule

Date	Time	Location
September 18*	Noon	233 Post Street, 6th Floor
November 13	Noon	233 Post Street, 6th Floor
December 11	Noon	233 Post Street, 6th Floor

B. Board of Trustees Meetings

Date	Time	Location
June 12	3:00 p.m.	Board Room, Legion of Honor
October 9	3:00 p.m.	Gallery 23, de Young Museum

Future Events

Event	Date
Youth Arts Festival	May 7-11, 1997
Annual Luncheon	May 14, 1997
Britannia Ball	May 15, 1997
Peru Opening	May 16, 1997
Oliveira/Lichtenstein Opening	June 10, 1997
Trip to Spain	Early Fall 1997
Utrecht Opening	September 11, 1997
Crown Point Press Opening	October 2, 1997
Morgan Flagg Opening	October 15, 1997

*Change in Date from September 11, 1997

...over...

Current and Future Exhibitions
*Exhibitions organized by FAMSF

Title	Date	Museum/Gallery
Gallery One - Exhibition for Children	Ongoing	de Young Gallery One
If the Shoe Fits*	12/07/96-07/13/97	de Young 22/25
Celebrating the Anderson Collection of Graphic Arts*	02/08/97-5/18/97	Legion A
Masterpieces of the Morgan Library	02/15/97-04/27/97	Legion A-F
Arts of the Americas: Pride of Place*	03/15/97-07/06/97	de Young 36/37
John Martin Paintings*	05/10/97-08/03/97	Legion
The Spirit of Ancient Peru*	05/17/97-08/10/97	de Young 44
Roy Lichtenstein Prints and Multiples from the Anderson Collection	05/31/97-09/07/97	Legion A
Nathan Oliveira Monotypes*	06/14/97-09/14/97	Legion D-F
Recent Acquisitions to AGFA*	06/14/97-09/14/97	CPLH B-C
To Honor the Ancestors: Life and Cloth in the Andes*	06/21/97-10/19/97	de Young 28-30
Arts of the Americas: Identity Crisis*	07/26/97-12/07/97	de Young 36/37
Masters of Light: Painters in Utrecht During the Dutch Golden Age*	09/13/97-11/30/97	deYoung 44
Recent Costume Acquisitions*	10/00/97-04/00/98	de Young 22
Thirty Five Years at Crown Point Press: The Artist Prints*	10/04/97-01/04/98	Legion A-F & Rosekrans
Morgan Flagg Collection*	10/18/97-01/00/98	de Young 27
IKAT: Splendid Silks from Central Asia	11/15/97-02/22/98	de Young 28-30
Art of the Americas: Art and Ethnography*	12/20/97-04/12/98	de Young 36/37
Rhapsodies in Black: Art of the Harlem Renaissance	01/17/98-3/15/98	de Young 44
Printed Portraits: Selections from the Anderson Collection*	01/24/98-04/26/98	Legion A
Achenbach Collection of Graphic Arts*	01/31/98-05/10/98	Legion F
Crosscurrents in Later Paintings from India: The Eherenfeld Collection	02/07/98-05/03/98	Legion
Treasures of the Tervuren Museum	02/21/98-04/19/98	de Young 44A/C

CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
Board of Trustees

May 8, 1997

DOCUMENTS DEPT.
JUL 09 1997
SAN FRANCISCO
PUBLIC LIBRARY

Call to Order

A meeting of the Executive Committee of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, May 8, 1997, in the Board Room of the California Palace of the Legion of Honor, Lincoln Park, San Francisco. The meeting was called to order at 4:41 p.m. by Mrs. Alfred S. Wilsey, Chairman. President Goss presided, and Mrs. Gough acted as Secretary.

President Goss noted for the record that the change in time and location of the preceding meeting of the Executive Committee of the Fine Arts Museums of San Francisco necessitated the subsequent change in time and location of this meeting.

Roll Call

Present:

Richard P. Essey
Richard P. Finn
Mrs. Richard Goodyear
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
J. Alec Merriam
Steven MacGregor Read
William E. Steen, Vice President/Facilities
William A. Stimison, Vice President/Finance
Mrs. Alfred S. Wilsey
Frank Montgomery Woods

Excused:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Mrs. Ray Dolby, Vice President/Annual Support
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs

Other Trustees in Attendance:

Alvin H. Baum, Jr.
George McNear Bowles
Mrs. Philip E. Bowles
Mrs. Barbara B. Carleton
Belva Davis
Princess Ranieri di San Faustino
Keith G. Eickman
George Hopper Fitch
Morgan Flagg
Douglas W. Grigg
Katharine Hanrahan
J. Burgess Jamieson
Mrs. Jerrold L. Kingsley
Mrs. Leonard E. Kingsley
Leonard E. Kingsley
Diane B. Lloyd-Butler
George M. Marcus
Jay D. McEvoy
Nion McEvoy
Michael E. O'Neill
Mrs. Julian Peabody
Katharine Doyle Spann
Sidney R. Unobskey
Mrs. Charles F. WIllis
Florence Sue Wong

The following non-voting officers were present:

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Executive Secretary

Chairman's Report - Mrs. Alfred S. Wilsey

There was no business to report by the Chairman.

President's Report - Richard W. Goss II

A. Approval of the Minutes of the April 10, 1997 Annual Meeting of the Board of Trustees

The minutes of the April 10, 1997 annual meeting of the Board of Trustees, having been mailed in advance, were unanimously approved.

Chief Executive Officer's Report - Harry S. Parker III

A. Report on COFAM Operating Budget as of March 31, 1997

Steve Dykes, Deputy Director for Administration and Finance, presented the Operating Budget Report for the period ending March 31, 1997. The cumulative operating budget bottom line was $1,269,766. After the unbudgeted $172,000 COFAM donation to the Campaign for a New de Young is taken into account, the bottom line is reduced to $1,097,766.

March added $61,04 to the cumulative surplus. Support ran $728,423 ahead of budget owing to strong annual contributions, use of exhibit grants and gifts earlier than expected to cover expenses, and the unexpected contribution from The Museum Society at the time of its wind up and dissolution. Revenues were $606,325 more than budgeted due to *Fabergé* summer gains followed by steady Legion store sales and general admissions. The heavy Legion attendance generated by the Auxiliary's *Bouquets to Art* spiked both admissions and store sales. Facility rental income continued to surpass budget. Other fee income was high because of *Fabergé* catalogue sales to museums on the show's circuit. Membership income was down by $62,366 in March but should rebound with the opening of the *Peru* show in mid-May. Personnel costs were in line with the rolling forecast. Other expenses were less than budgeted.

The COFAM reserve stood at $2,504,711 compared to $2,597,333 in February, a decline likely to continue until the *Peru* show opens. The minimum reserve level is $2 million set by board policy.

As the museum moves toward the end of the fiscal year, the rolling forecast becomes a more telling yard stick to measure progress and assess problem areas. The forecast projects a modest year end surplus. In addition to cost control, key fourth quarter (April - June) income factors essential to achieve a surplus to further strengthen the reserve include the successful completion of the annual contributions drive, a popular *Peru* exhibit, and good membership renewal rates from the large group attracted over the past two years by *Monet* in 1995 and *Fabergé* in 1996.

B. Approval of New Memorandum of understanding with the Asian Art Museum Regarding Admissions Revenue Split and Other Matters

Mr. Parker advised that total admissions revenue for the de Young Museum, Legion of Honor, and Asian Art Museum (AAM) has been split in the past with one-third going to the AAM and two-thirds to the Fine Arts Museums (FAM). Recognizing that the new Legion of Honor would produce significantly increased admissions revenue than before its renovation, the Board of Trustees authorized the Director of Museums two years ago to give notice to the AAM of its intent to re-negotiate the admissions split. At the March 13, 1996 Executive Committee meeting, another resolution was adopted, authorizing the President, Vice President for Finance and the Director of Museums to meet with representatives of the AAM to re-negotiate the current admissions revenue split. This meeting has been held and agreement reached that 100% of Legion net admissions proceeds will be allocated to FAM, and net admissions proceeds at the de Young and AAM will be split equally effective July 1, 1997.

Mr. Parker presented the following resolution:

WHEREAS, A meeting has been held with the Asian Art Museum to re-negotiate the Memorandum of Understanding (MOU) on Food and Beverage Services, Museum Shops and General Admissions, which terminates on May 25, 1997; and

WHEREAS, The key issue to be re-negotiated was the one-third Asian and two-thirds FAM split of net admission fees from both the Legion and the de Young / Asian building; and

WHEREAS, A new MOU has been tentatively agreed to by both museums, which on July 1, 1997 reserves 100% of Legion net admissions proceeds to the FAM and splits net admissions at the de Young / Asian building 50% FAM and 50% AAM; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums does hereby authorize its Chief Executive Officer to enter into the tentatively agreed to New Memorandum of Understanding with the Asian Art Museum on Food and Beverage Services, Museum Stores, Trustees Auditorium, and General Admissions; and be it

FURTHER RESOLVED, That the Chief Executive Officer is authorized to take any actions necessary to implement the MOU.

On motion, duly seconded, the Board of Trustees unanimously adopted the foregoing resolution as **Board Resolution190.**

C. Formation of the Ancient Hellenic Arts Council

Mr. Parker noted that the proposed Ancient Hellenic Arts Council represents the fifteenth supporting organization for the Fine Arts Museums of San Francisco. Renée Dreyfus, Curator for Ancient Art, has worked with a group of individuals who would like to support the Ancient Art collection, particularly the Hellenic portion of the collection. The proposed resolution would formally recognize the Ancient Hellenic Arts Council as an affiliated group of the Fine Arts Museums and would implement a change in name for the Study Committee for Ancient and Tribal Cultures formed in early 1989 to the Africa, Oceania and the Americas Study Committee.

The following resolution was presented:

WHEREAS, With its interest in preserving and promoting the spirit of the ideals of Hellenic culture and heritage, the Elios Society will spearhead the formation of the Ancient Hellenic Arts Council to be affiliated with the Fine Arts Museums of San Francisco and operating with the support of the Corporation of The Fine Arts Museums; and

WHEREAS, Membership in this Council will be opened to all who share a concern for ancient Hellenic art and preserving the treasures of the past; and

WHEREAS, Annual dues and financial contributions will cover expenses and assist in furthering the ancient Hellenic art collection at the Fine Arts Museums; and

WHEREAS, The main mission of the Ancient Hellenic Arts Council will be to support ancient Hellenic art at the Fine Arts Museums of San Francisco through gifts, bequests, donations, and fund-raising. By means of this support the Council will assist in the acquisition of museum quality works of ancient Hellenic art under the recommendation of the curator in charge and offer and sponsor exhibitions, lectures, trips, and symposiums; and

WHEREAS, The Council will meet at least quarterly and operate under the leadership of its Board consisting of a president, vice president, and secretary/ treasurer to be elected by the membership for a period of two years. Programs will include fund-raising events and periodic cultural and educational presentations. The annual membership fee will be $100 for an individual or couple and $50 for seniors and students; now, therefore, be it

C. **Formation of the Ancient Hellenic Arts Council (continued)**

RESOLVED, That the Board of Trustees does hereby recognize the Ancient Hellenic Arts Council to be affiliated with the Fine Arts Museums of San Francisco, working directly with the Museums' Department of Ancient Art, and be it

FURTHER RESOLVED, That the name of the Study Committee for Ancient and Tribal Cultures formed in early 1989 and referenced on page 810 of the minutes of the April 6, 1989 meeting of the Board of Trustees, be amended to read Africa, Oceania and the Americas Study Committee.

On motion, duly seconded, discussion ensued. The concept of a Museum membership requirement for members of supporting organizations was raised. Mr. Parker explained that several supporting organizations do require Museum membership of their members. Future efforts will be directed to making this a requirement of all supporting organizations. There being no further discussion, the foregoing resolution was unanimously adopted as **Board Resolution Number 191.**

D. **Report of the Pension Committee**

1. Amendment Number Four to the Retirement Income Plan of the Corporation of The Fine Arts Museums

Mr. Parker explained that the proposed resolution will allow two employees sharing a job to qualify for retirement benefits. The resolution was presented as follows:

WHEREAS, The Corporation of The Fine Arts Museums ("COFAM" the "Employer") maintains the Retirement Income Plan of the Corporation of The Fine Arts Museums (the "Plan") for the benefit of certain COFAM employees; and

WHEREAS, The Board of Trustees of COFAM (the "Board"), pursuant to Section 7.1 of the Plan document, has reserved the right to amend the Plan; and

WHEREAS, It has been determined that it is in the interest of COFAM and Plan participants to amend the Plan to clarify the treatment under the Plan of individuals employed in Shared Positions; and

WHEREAS, The Board, pursuant to Section 8.05 of the Plan document, appointed a Committee to administer the Plan; now, therefore, be it

1. Amendment Number Four to the Retirement Income Plan of the Corporation of The Fine Arts Museums (continued)

RESOLVED, That the COFAM Board of Trustees does hereby authorize and direct the Plan Committee and officers of COFAM to take any actions necessary, including the preparation and adoption of Amendment Number Four below to implement such changes to the Plan:

a. The following sentence is added to the end of Section 1.6 ("Benefit Service"):

"Notwithstanding the foregoing, if two Eligible Employees are employed by the Employer in a Shared Position and have begun participation in the Plan in accordance with Section 2.1(a), and the total Hours of Service earned by both Eligible Employees is equal to or exceeds 1,000, each Eligible Employee in the Shared Position shall earn a year of Benefit Service."

b. The following sentence is added to the end of Section 1.26 ("Final Average Compensation"):

"With respect to two Eligible Employees employed by the Employer in a Shared Position, the Final Average Compensation of each such Eligible Employee shall be based on such Eligible Employee's actual annual Earnings, rather than the annual Earnings of both Eligible Employees in the Shared Position."

c. The following sentence is added to the end of Section 1.27 ("Final Average Earnings"):

"With respect to two Eligible Employees employed by the Employer in a Shared Position, the Final Average Earnings of each such Eligible Employee shall be based on such Eligible Employee's actual monthly Earnings, rather than the monthly Earnings of both Eligible Employees in the Shared Position."

d. The following new Section 1.41 is added to the Plan and the remaining Sections of Article I are redesignated accordingly.

"1.41 Shared Position means a single job shared by two Eligible Employees and evidenced by a memorandum of understanding between the Employer and such Eligible Employees."

1. Amendment Number Four to the Retirement Income Plan of the Corporation of The Fine Arts Museums (continued)

e. The following sentence is added to the end of newly-redesignated Section 1.45 ("Vesting Service"):

"Notwithstanding the foregoing, if two Eligible Employees are employed by the Employer in a Shared Position and have begun participation in the Plan in accordance with Section 2.1(a), and the Hours of Service earned by both Eligible Employees is equal to or exceeds 1,000, each Eligible Employee in the Shared Position shall earn a year of Vesting Service."

f. The following sentence is added to the end of Section 2.1(a) ("Entry Into Plan"):

"Notwithstanding the foregoing, if two Eligible Employees are employed by the Employer in a Shared Position, each Eligible Employee in the Shared Position shall be deemed to have earned 1,000 Hours of Service and shall become a Participant in the Plan on the first day of the month following the end of the first Plan Year (or if earlier, the Employee's initial computation period) in which the total Hours of Service earned by both Eligible Employees is equal to or exceeds 1,000."

On motion, duly seconded, the foregoing resolution was unanimously adopted as **Board Resolution 192.**

Report of the Budget Committee - William A. Stimson, Vice President of Finance

Trustee Stimson advised that matters pertaining to the April 23, 1997 Budget Committee meeting (the COFAM Operating Budget Report as of March 31, 1997) have been reported earlier in this meeting. The next meeting of the Budget Committee is May 28, 1997 and will focus on review of the second draft of the proposed 1997-98 Operating Budget.

Report of The Fine Arts Museums Foundation - William A. Stimson, Vice President of Finance for Charles Crocker, President

Trustee Stimson provided the report of The Fine Arts Museums Foundation in the absence of Charles Crocker, President. He advised that as of the close of business on May 2, 1997 the endowment fund portfolio was valued at a $51,834,908. It was invested 66% in equities, 29% in

Report of The Fine Arts Museums Foundation - William A. Stimson, Vice President of Finance for Charles Crocker, President (continued)

fixed income, and 5% in cash and cash equivalents. A recap of performance on a quarterly basis was requested and will be provided in the future.

Adjournment

There being no further business, Chairman Wilsey adjourned the meeting at 4:50 p.m.

Respectfully submitted,

Judy Gough
Executive Secretary
Museums

excm975

FINE ARTS
MUSEUMS
of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

DOCUMENTS DEPT.
SEP 15 1997
SAN FRANCISCO
PUBLIC LIBRARY

.254
8/97
cial

OFFICIAL MEETING NOTICE

SPECIAL MEETING[1]

Corporation of The Fine Arts Museums
Executive Committee of the Board of Trustees

Thursday, September 18, 1997
3:30 p.m.
Board Room
California Palace of the Legion of Honor
Lincoln Park
San Francisco, California

AGENDA

I. Call to Order - Mrs. Alfred S. Wilsey, Chairman

II. Calling of the Roll

Trustees:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Mrs. Ray Dolby, Vice President/Annual Support
Richard P. Essey
Richard H. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
J. Alec Merriam
Steven MacGregor Read
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Mrs. Alfred S. Wilsey, Chairman
Frank Montgomery Woods

[1] Or such earlier time as the Fine Arts Museums of San Francisco Executive Committee special meeting ends, but in no event before 3:30 p.m.

III. Report of the Chairman - Mrs. Alfred S. Wilsey

IV. Report of the President - Richard W. Goss II

A. Approval of June 12, 1997 Minutes of the Board of Trustees Meeting (See Appendix A)

B. Other Information Items

V. Report of the Chief Executive Officer - Harry S. Parker III

A. Report on COFAM Operating Budget for Fiscal Year Ended June 30, 1997

B. Report on COFAM Operating Budget as of July 31, 1997 (See Appendix B)

C. Legion Progress Report on the Settling of Contractor Claims, Completion of the Paving and Striping of the Lower Road, and Pending Closure of the Legion Project

D. Other Information Items

VI. Report of The Fine Arts Museums Foundation - Charles Crocker, President

VII. Report of the Annual Support Committee - Mrs. Ray Dolby, Chair and Vice President

VIII. Adjournment - Mrs. Alfred S. Wilsey, Chairman

Public Meeting Requirements Relating to Accessibility

The subsequent information is in compliance with the Americans with Disabilities Act (ADA); the following will be made available upon request:

1. American sign language interpreters
2. A sound enhancement system
3. An agenda of meeting available in alternative formats
4. A reader during the meeting

To arrange for the above services, please contact Judy Gough at (415) 750-3669 at least two working days prior to the meeting.

Minutes of the meeting will be made in alternate formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that other may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

The MUNI's wheelchair-accessible No. 18 line stops in front of the Legion.

For access to the Legion from downtown, take MUNI's wheelchair-accessible No. 38 Geary line to 33rd and Clement and connect with the No. 18 line. For more information about MUNI's accessible services, call (415) 923-6142.

There are accessible parking spaces (disabled-designated) available in front of the Legion. Accessible seating for persons with disabilities (including those using wheelchairs) will be available.

For Telecommunication Device for the Deaf (TDD), the Museums use the California Relay Service.

Know Your Rights Under the Sunshine Ordinance

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 554-6075.

If you are unable to attend the meeting, you may submit written comments to Judy Gough, Fine Arts Museums of San Francisco, 233 Post Street, 6th Floor, San Francisco, CA, 94108.

COFAM Operating Budget Report

DOCUMENTS DEPT.
SEP 15 1997
SAN FRANCISCO
PUBLIC LIBRARY

July 31, 1997

Overview

For the first month of the new fiscal year, the operating budget was $178,313 in the black. Although the *Spirit of Ancient Peru* show at the de Young was well received, it did not attract large enough crowds to meet revenue projections, throwing total budget bottom line results off by $117,000.

The COFAM Reserve was $1,937,923 -- down slightly from the $2 million level required by board policy but substantially better than the $1.5 million a month ago, when year end payables drove the reserve down.

July numbers tell little about how the fiscal year will go. However, they do indicate that weak summer performance started the year behind the budget plan. In addition, the full negative financial impacts of moving the *Utrecht* and *Harlem* shows to the Legion from the de Young will not begin to be felt until August and September. These factors and others will be taken into account in a recast budget to be reviewed soon by the Budget Committee.

Support and Revenue

Annual Contributions were somewhat off due mainly to poor phone solicitation results. (See Appendix "A" page 5 for details.)

With attendance running 27% behind forecast, revenues were depressed. The stores were behind budget by $22,000 owing to losses in both the de Young and Legion regular stores. But the special *Peru* store did better than expected. (See Appendix "B" page 6 for details.) General

admission revenues were off $54,000. FAM membership dues payments were 15% ($29,000) lower than predicted due in part to the *Peru* show not being a sufficient draw to retain members who joined for the *Monet* (1995) and *Faberge* (1996) exhibits. Other fees were up $20,000 thanks to strong publications and photo sales.

Expenses

Personnel expenses were just under budget. Exhibit program temporary labor was up because of the unplanned cost of switching *Utrecht* to the Legion and preparing galleries 1–6 for this show. Store costs were high because of the July inventory count and operating the *Peru* store. Other expenses were nearly on the mark. Small overages in some areas were due largely to restocking material and supplies at the beginning of the fiscal year and to booking first quarter insurance premiums in the Administration General line.

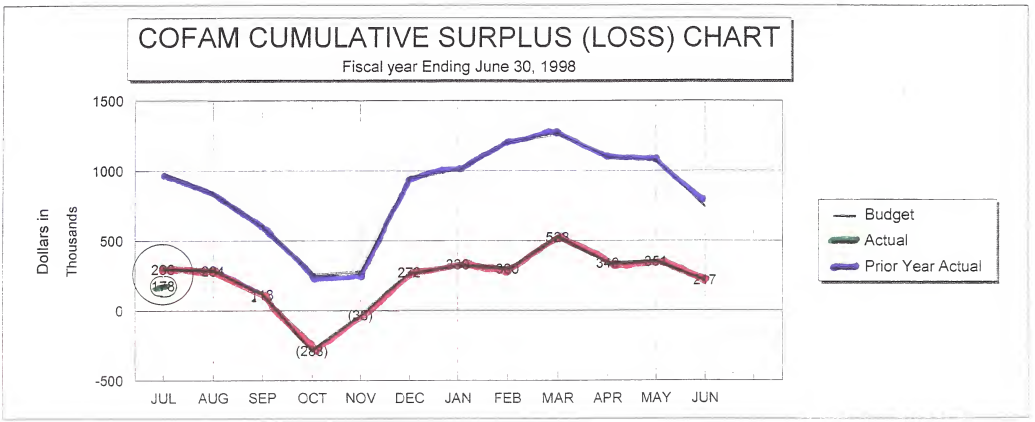
# # #

brept
F/12/97

COFAM Operating Budget Report for the Month Ended July 31, 1997

DOCUMENTS DEPT.
SEP 15 1997
SAN FRANCISCO
PUBLIC LIBRARY

cvr


COFAM CUMULATIVE SURPLUS (LOSS) CHART
Fiscal year Ending June 30, 1998
Dollars in Thousands
1500
1000
500
0
-500
JUL
AUG
SEP
OCT
NOV
DEC
JAN
FEB
MAR
APR
MAY
JUN
(35)
(288)
Budget
Actual
Prior Year Actual

COFAM FY 1997-98 Operating Budget At July 31, 1997 (1 Months --8.3% Of The Budget Year)

	(1)		(2)			(3)			(4)
	July		1-Month			% Actual			
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	To Original Budget		Actual Prior Year At 1 Month	Notes
SUPPORT & REVENUE									
Support									
1) Annual Contributions	143,000	133,175	143,000	133,175	(9,825)	2,500,000	5.3%	142,352	See Appendix "A" page 5 for details
2) Museum Society Bequests	0	0	0	0	0	0	0.0%	0	
3) Foundation Endowment Support	92,128	92,128	92,128	92,128	0	1,105,534	8.3%	82,240	
4) Specified Funds									
--Curatorial/Conservation	21,719	14,166	21,719	14,166	(7,553)	319,100	4.4%	21,097	
--Achenbach Collection Mgmt. Project	0	0	0	0	0	0	0.0%	5,089	
--Publications	0	5,395	0	5,395	5,395	68,000	7.9%	0	
--Exhibition Funds Secured	10,000	11,438	10,000	11,438	1,438	232,371	4.9%	298	
--Exhibition Funds To Be Raised	0	0	0	0	0	100,000	0.0%	0	
--Education Programs	0	1,139	0	1,139	1,139	271,000	0.4%	0	
--General	0	0	0	0	0	65,000	0.0%	329	
5) COFAM Investment Income	10,000	4,523	10,000	4,523	(5,477)	140,000	3.2%	16,439	
Subtotal Support	276,847	261,964	276,847	261,964	(14,883)	4,801,005	5.5%	267,644	

	(1)		(2)			(3)			(4)
	July		1-Month			% Actual		Actual Prior	
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	To Original Budget		Year At 1 Month	Notes
Revenue									
6) Museum Store Sales	247,556	196,403	247,556	196,403	(51,153)	2,492,955	7.9%	819,538	See Appendix "B" page 6 for details
Less Discounts	(16,466)	(8,650)	(16,466)	(8,650)	7,816	(149,660)	5.8%	(30,525)	
Less Cost of Goods	(126,353)	(104,801)	(126,353)	(104,801)	21,552	(1,299,447)	8.1%	(387,596)	
Less Commissions	0	0	0	0	0	(15,449)	0.0%	0	
Gross Profit	104,737	82,952	104,737	82,952	(21,785)	1,028,399	8.1%	401,417	
7) Facilities Rental Gross	50,000	40,000	50,000	40,000	(10,000)	700,000	5.7%	20,000	
8) Benefits Gross Income	0	2,200	0	2,200	2,200	245,000	0.9%	0	
9) General Admissions COFAM Net	184,546	130,767	184,546	130,767	(53,779)	1,881,750	6.9%	320,610	Museum Attendance -
10) Food & Beverage Concession Fees	15,552	13,271	15,552	13,271	(2,281)	159,884	8.3%	18,935	July 1997: 69,085 visitors, 45.0% paid, budgeted - 95,000 visitors, 45% paid
11) Exhibition Program Earned Income	25,000	35,613	25,000	35,613	10,613	375,175	9.5%	238,737	
14)FAM Membership Dues	191,424	162,865	191,424	162,865	(28,559)	2,622,240	6.2%	232,957	Year to date: 3,032 dues paid members averaging $53.72 per member
15) Conservation Services	10,595	5,555	10,595	5,555	(5,040)	254,270	2.2%	16,665	Compared to budgeted goals of 3,504 dues paid members averaging $54.63 per member
16) Miscellaneous									
--Development Trip Fees	10,000	2,500	10,000	2,500	(7,500)	140,000	1.8%	17,508	
--Other Fees	15,888	36,046	15,888	36,046	20,158	381,320	9.5%	33,991	
Subtotal Revenue	607,742	511,769	607,742	511,769	(95,973)	7,788,038	6.6%	1,300,820	
Total Support & Revenue	884,589	773,733	884,589	773,733	(110,856)	12,589,043	6.1%	1,568,664	

COFAM FY 1997-98 Operating Budget At July 31, 1997 (1 Months --8.3% Of The Budget Year)

	(1)		(2)			(3)			(4)
	July		1-Month			% Actual			Notes
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	To Original Budget		Actual Prior Year At 1 Month	
EXPENSES									
Personnel Expenses									
17) Curatorial									
Curatorial/Conservation/Education	125,577	127,467	125,577	127,467	1,890	2,262,805	5.6%	149,499	
Project Funded Term Employees	33,751	28,811	33,751	28,811	(4,940)	438,761	6.6%	27,380	
Exhibit Group	46,262	37,576	46,262	37,576	(8,686)	814,231	4.6%	40,822	
Exhibit Program Temporary Labor	2,500	8,255	2,500	8,255	5,755	173,814	4.7%	9,886	
18) Development	28,342	28,008	28,342	28,008	(334)	477,009	5.9%	25,985	
19) Administration									
Administration General	71,840	68,326	71,840	68,326	(3,514)	1,138,927	6.0%	63,947	
Operations Group	13,075	12,283	13,075	12,283	(792)	203,335	6.0%	15,455	
Stores	24,325	31,770	24,325	31,770	7,445	447,647	7.1%	44,441	
Facilities Rental	10,321	10,975	10,321	10,975	654	212,167	5.2%	(3,456)	
20) Marketing & Membership									
General	12,752	13,565	12,752	13,565	813	218,766	6.2%	14,068	
Public Relations & Advertising	17,167	16,981	17,167	16,981	(186)	282,510	6.0%	6,801	
FAM Membership Services	22,182	21,077	22,182	21,077	(1,105)	366,366	5.8%	39,005	
Subtotal Personnel	408,093	405,094	408,093	405,094	(2,999)	7,036,338	5.8%	433,833	

	(1) July		(2) 1-Month			(3)			(4)
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	% Actual To Original Budget		Actual Prior Year At 1 Month	Notes
Other Expenses									
21) Curatorial									
Curatorial/Conservation/Education	13,545	9,683	13,545	9,683	(3,862)	616,293	1.6%	19,509	
Publications	0	5,395	0	5,395	5,395	68,000	7.9%	0	
Exhibit Group	3,708	5,105	3,708	5,105	1,397	89,000	5.7%	829	
Exhibit Program	19,000	14,912	19,000	14,912	(4,088)	1,283,121	1.2%	5,411	
22) Development									
Development General	25,375	10,367	25,375	10,367	(15,008)	543,850	1.9%	15,653	
Benefits	0	0	0	0	0	163,000	0.0%	0	
23) Administration									
Administration General	30,693	48,928	30,693	48,928	18,235	736,643	6.6%	38,651	
Operations Group	33,766	39,375	33,766	39,375	5,609	540,120	7.3%	30,831	
Facilities Rental	500	1,026	500	1,026	526	17,750	5.8%	20	
Stores	4,200	4,836	4,200	4,836	636	100,000	4.8%	18,082	
24) Marketing & Membership									
General	3,180	1,494	3,180	1,494	(1,686)	114,475	1.3%	10,073	
Media Relations & Advertising	15,656	19,178	15,656	19,178	3,522	402,200	4.8%	15,477	
FAM Membership Services	31,090	30,027	31,090	30,027	(1,063)	661,022	4.5%	11,171	
Subtotal Other Expenses	180,713	190,326	180,713	190,326	9,613	5,335,474	3.6%	165,707	
Total Expenses	588,806	595,420	588,806	595,420	6,613	12,371,812	4.8%	599,539	
SUPPORT & REVENUE OVER EXPENSES	295,783	178,313	295,783	178,313	(117,470)	217,231	n/a	969,124	
LESS PLANT FUND DEPRECIATION	(25,000)	(25,000)	(25,000)	(25,000)	0	(259,500)	9.6%	(20,595)	
	270,783	153,313	270,783	153,313	(117,470)	(42,269)	n/a	948,529	

Annual Contributions Report -- Month Ending July 31, 1997 (8.3% Of The Budget Year)

(1)	(2)			(3)				(4)		
Contribution Categories	July 1997 Budget	Actuals	July 1996 Actuals	Year To Date Budget	Actuals	Variance to Y-T-D Budget	Prior Year Actuals	Current Year Annual Goals	Revised Current Year Annual Goals	Current Year % of Revised Annual Goals Achieved
1) Associates ($5,000 and up)	75,000	92,427	113,102	75,000	92,427	17,427	113,102	1,400,000	1,450,000	6.4%
2) Patrons ($2,500 - $5,000)	5,000	5,000	250	5,000	5,000	0	250	55,000	75,000	6.7%
3) Friends ($1,000 - $2,500)	15,000	10,005	13,900	15,000	10,005	(4,995)	13,900	450,000	420,000	2.4%
4) National Council/Other	2,000	1,276	4,195	2,000	1,276	(724)	4,195	45,000	55,000	2.3%
5) Mail Drive	1,000	1,990	255	1,000	1,990	990	255	150,000	125,000	1.6%
6) Phone Campaign	30,000	7,925	0	30,000	7,925	(22,075)	0	150,000	125,000	6.3%
7) Business	5,000	2,052	5,300	5,000	2,052	(2,948)	5,300	150,000	150,000	1.4%
8) Foundations	10,000	12,500	5,350	10,000	12,500	2,500	5,350	100,000	100,000	12.5%
	143,000	133,175	142,352	143,000	133,175	(9,825)	142,352	2,500,000	2,500,000	5.3%

	In House Merchandising						Outside Merchandising			
	(1) deYoung Store		(2) Legion Store		(3) Larco Store		(4) Wholesale & Royalties		(5) Grand Totals	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Sales	108,550	45,427	84,600	59,564	54,000	89,472	404	1,940	247,554	196,403
Discounts	(9,770)	(2,431)	(5,076)	(2,250)	(1,620)	(3,970)	0	0	(16,466)	(8,651)
Cost of Goods	(55,361)	(24,896)	(43,992)	(31,884)	(27,000)	(47,898)	0	(123)	(126,353)	(104,801)
Commissions	0	0	0	0	0	0	0	0	0	0
Gross Profit	43,420	18,100	35,532	25,430	25,380	37,604	404	1,817	104,736	82,951
Personnel Expenses	6 151	8,707	10,340	11,460	4,571	7,956	3,263	3,647	24,325	31,770
Other Expenses	1,500	2,849	1,500	224	1,200	1,763	0	0	4,200	4,836
Total Expenses	7,651	11,556	11,840	11,684	5,771	9,719	3,263	3,647	28,525	36,606
Gross Profit Over Expense	35,769	6,544	23,692	13,746	19,609	27,885	(2,859)	(1,830)	76,211	46,345
Variance to Year To Date		(29,225)		(9,946)		8,276		1,029		(29,866)

COFAM Balance Sheet At July 31,1997

ASSETS		LIABILITIES & FUND BALANCES	
Cash	309,448	Accounts Payable	743,746
Cash Equivalents	3,023,310	Other Accrued Liabilities	3,329,613
Accounts Receivable	3,224,300	Deferred Income - Restricted	1,295,776
Prepaid Expenses	288,857	Deferred Income - Unrestricted	3,276,030
Note Receivable	100,000	Fund Balances	
Inventory - Store	696,222	Unrestricted Fund	3,426,830
Inventory - Publications	394,040	Plant Fund	(2,709,752)
Investment in Bonds	750,000	Revenues over Expenses	160,126
Furniture & Equipment (Net)	736,191	(Note 2)	
	9,522,368		9,522,369

COFAM Reserve At 7/31/97	1,937,923

Note 1 -- Reserve Formula		Note 2 -- Revenues over Expenses	
Cash & Cash Equivalents	3,332,758	Operating Revenue over Expenses	179,076
Bonds	750,000	Less Plant Fund	(26,726)
Accounts Receivable	3,224,300	Plus Restricted Funds	7,776
Less Accounts Payable	(743,746)	Less Airport Fund	0
Less Other Accrued Liabilities	(3,329,613)		
Less Deferred Income - Restricted	(1,295,776)	Surplus / (Deficit)	160,126
	1,937,923		

COFAM Balance Sheet At June 30, 1997 = June III Closing

ASSETS		LIABILITIES & FUND BALANCES	
Cash	477,546	Accounts Payable	1,457,484
Cash Equivalents	3,280,712	Other Accrued Liabilities	3,551,753
Accounts Receivable	3,277,045	Deferred Income - Restricted	1,269,230
Prepaid Expenses	329,553	Deferred Income - Unrestricted	3,118,158
Note Receivable	100,000	Fund Balances	
Inventory - Store	744,664	Unrestricted Fund	2,861,220
Inventory - Publications	392,991	Plant Fund	(2,173,997)
Investment in Bonds	750,000	Revenues over Expenses	29,854
Furniture & Equipment (Net)	761,191	(Note 2)	
	10,113,702		10,113,702

COFAM Reserve At 6/30/97	1,506,836

Note 1 -- Reserve Formula	*
Cash & Cash Equivalents	3,758,258
Bonds	750,000
Accounts Receivable	3,277,045
Less Accounts Payable	(1,457,484)
Less Other Accrued Liabilities	(3,551,753)
Less Deferred Income - Restricted	(1,269,230)

Note 2 -- Revenues over Expenses	
Operating Revenue over Expenses	565,610
Less Plant Fund	(535,755)
Plus Restricted Funds	0
Less Airport Fund	0
Surplus / (Deficit)	29,855

CORPORATION OF THE FINE ARTS MUSEUMS

0.254

8/97

Special Meeting
Executive Committee
Board of Trustees

MENTS DEPT
06 1997
RANCISCO
LIBRARY

September 18, 1997

Call to Order

A special meeting of the Executive Committee of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, September 18, 1997, in the Board Room of the California Palace of the Legion of Honor, Lincoln Park, San Francisco. A quorum being present, the special meeting was called to order at 5:02 p.m. by Mrs. Alfred S. Wilsey, Chairman. In the absence of President Goss, Chairman Wilsey presided; Mrs. Gough acted as Secretary.

Chairman Wilsey noted for the record that the change in time and location of the preceding, special meeting of the Executive Committee of the Fine Arts Museums of San Francisco necessitated the subsequent change in time and location of this meeting.

Roll Call

Present:

Robert J. Bransten, Vice President/Collections
Mrs. Ray Dolby, Vice President/Annual Support
Richard P. Essey
Richard P. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
David M. Jamison, Vice President/Audience Development
J. Alec Merriam
William E. Steen, Vice President/Facilities
William A. Stimison, Vice President/Finance
Mrs. Alfred S. Wilsey

Excused:

Charles Crocker
Richard W. Goss II, President
Steven MacGregor Read
Frank Montgomery Woods

Roll Call (continued)

Other Trustees in Attendance:

Shirley Breyer Black
Mrs. Philip E. Bowles III
Mrs. Ransom S. Cook
George Hopper Fitch
Katharine Hanrahan
Mrs. William B. MacColl, Jr.
Florence Sue Wong

The following non-voting officers were present:

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Executive Secretary

Chairman's Report - Mrs. Alfred S. Wilsey

A. Approval of the June 12, 1997 Minutes of the Board of Trustees Meeting

The minutes of the June 12, 1997 meeting of the Board of Trustees, having been mailed in advance, were unanimously approved.

Chief Executive Officer's Report - Harry S. Parker III

A. Report on COFAM Operating Budget for Fiscal Year Ended June 30, 1997

Mr. Parker reported that the pre-audit results for the fiscal year ended June 30, 1997 amount to a $561,000 surplus of operating revenue over expense. However, this surplus was reduced by plant fund expenditures of $537,000, which includes interest paid on the Osher Foundation loan for the bracing of the de Young Museum. The net result was $23,253 on an operating budget of over $17 million. A full, audited report will be available by the end of the calendar year.

A. Report on COFAM Operating Budget as of July 31, 1997

Steve Dykes, Deputy Director for Administration and Finance, presented the Operating Budget Report for the period ending July 31, 1997. For the first month of the new fiscal year, the operating budget was $178,313 in the black. Although the *Spirit of Ancient Peru* show at the de Young was well received, it did not attract large enough

A. Report on COFAM Operating Budget as of July 31, 1997 (continued)

crowds to meet revenue projections, throwing total budget bottom line results off by $117,000.

The COFAM reserve was $1,937,923 – down slightly from the $2 million level required by Board policy but substantially better than the $1.5 million a month ago, when year end payables drove the reserve down.

July numbers tell little about how the fiscal year will go. However, they do indicate that weak summer performance started the year behind the budget plan In addition, the full negative financial impacts of moving the *Utrecht* and *Harlem* shows to the Legion from the de Young will not begin to be felt until August and September. These factors and others will be taken into account in a recast budget to be reviewed soon by the Budget Committee.

C. Legion Progress Report on the Settling of Contractor Claims, Completion of the Paving and Striping of the Lower Road, and Pending Closure of the Legion Project

Mr. Parker reported that the paving and striping of the lower road was completed prior to the opening of the *Utrecht* exhibition and in preparation for the higher attendance expected at the Legion of Honor. The $70,000 cost was charged to the Legion project. As of June 30, 1997, the cash balance for the Legion project was $66,958. By September 15, 1997, pledge payments brought the cash balance to $866,157. Expenses, however, amounted to $494,598 and include the paving and striping of the lower road and the final payment to the general contractor, bringing the cash balance at September 15, 1997 to $371,559. Pledge payments from a new Legion donor were instrumental to keeping cash flow positive.

Mr. Parker emphasized the significance of the completion of the Legion renovation project on budget and on time. Deborah Frieden, Project Manager, and Patty Lacson, Project Coordinator, were recognized for their efforts and particularly for resolving the recent settlement of the final payment to the general contractor.

Report of the Fine Arts Museums Foundation - Harry S. Parker III for Charles Crocker, President

In the absence of the Trustee Charles Crocker, President of the Fine Arts Museums Foundation, Mr. Parker reported that at the close of business on September 12, 1997, the Endowment Fund portfolio was valued at $60,205,977. It was invested 64% in equities, 33% in fixed income, and 3% in cash and cash equivalents.

Report of the Annual Support Committee - Mrs. Ray Dolby, Chair and Vice President

The Annual Support Committee met in July and established a number of working sub-committees. As of August 31, 1997, $192,926 in unrestricted annual support has been raised, which is about $25,000 behind budget primarily due to less than anticipated telephone campaign results during June and July. All efforts are directed to meeting the 1997-98 annual support goal of $2,500,000, which represents an increase of almost 20% over the prior year.

Adjournment - Mrs. Alfred S. Wilsey, Chairman

Prior to adjournment, Trustee Bransten requested that a three year analysis of income and expense for the de Young and Legion be prepared for review at a future meeting. There being no further business, the meeting was adjourned at 5:15 p.m.

Respectfully submitted,

Judy Gough
Executive Secretary
Museums

FINE ARTS MUSEUMS of SAN FRANCISCO

Board of Trustees
California Palace of the Legion of Honor
M.H. de Young Memorial Museum

DOCUMENTS DEPT.
DEC 05 1997
SAN FRANCISCO PUBLIC LIBRARY

OFFICIAL MEETING NOTICE

Corporation of The Fine Arts Museums
Executive Committee of the Board of Trustees

Thursday, December 11, 1997
3:30 p.m.[1]
233 Post Street
6th Floor Conference Room
San Francisco, California

AGENDA

I. Call to Order - Richard W. Goss II, President

II. Calling of the Roll

Trustees:

Robert J. Bransten, Vice President/Collections
Charles Crocker
Mrs. Ray Dolby, Vice President/Annual Support
Richard P. Essey
Richard H. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
J. Alec Merriam
Steven MacGregor Read
William E. Steen, Vice President/Facilities
William A. Stimson, Vice President/Finance
Mrs. Alfred S. Wilsey, Chairman
Frank Montgomery Woods

[1] Or such earlier time as the Fine Arts Museums of San Francisco Executive Committee meetings ends, but in no event before 12:30 p.m.

III. Report of the Chairman - Mrs. Alfred S. Wilsey, Chairman

IV. Report of the President - Richard W. Goss II

A. Approval of October 9, 1997 Minutes of the Board of Trustees Meeting (See Appendix A) filed under Minutes

B. Report on the Extension of the Osher Sculpture Garden Gift to December 31, 1998

C. Report on The Vocal Minority Fund-raiser, "A Pigment of Your Imagination" - Richard Goodyear

D. Year End Gift Campaign

E. Other Information Items

V. Report of the Chief Executive Officer - Harry S. Parker III

A. Report on COFAM Operating Budget as of October 31, 1997 (See Appendix B)

B. Consideration and Possible Adoption of Resolution Designating Proceeds from the Estate of Mildred Maurine Johnson as COFAM Operating Budget Support

WHEREAS, On April 4, 1997, B. Snyder, Jr., Esq., attorney and executor of the Estate of Mildred Maurine Johnson, informed the Museums that Mildred Maurine Johnson named the Fine Arts Museums of San Francisco as a beneficiary; and

WHEREAS, A bequest in the amount of $255,847.22, representing the Museums' portion of the distribution of the proceeds from the Estate of Mildred Maurine Johnson, was received in November 1997; and

WHEREAS, The Director of Museums recommended that the $255,847.22 in proceeds from the Estate of Mildred Maurine Johnson be designated as Fiscal Year 1997-98 COFAM Operating Budget support; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums of San Francisco, upon the recommendation of the Director of Museums, does hereby designate the $255,847.22 in proceeds from the Estate of Mildred Maurine Johnson as Fiscal Year 1997-98 COFAM Operating Budget support.

V. Report of the Chief Executive Officer - Harry S. Parker III (continued)

C. Other Information Items

VI. Report of the Budget Committee - William A. Stimson, Chair and Vice President/ Finance

VII. Report of the Annual Support Committee - Mrs. Ray Dolby, Chair and Vice President/Annual Support

VIII. Report of The Fine Arts Museums Foundation - Charles Crocker, President

IX. Adjournment - Mrs. Alfred S. Wilsey, President

*****

Public Meeting Requirements Relating to Accessibility

The subsequent information is in compliance with the Americans with Disabilities Act (ADA); the following will be made available upon request:

1. American sign language interpreters
2. A sound enhancement system
3. An agenda of meeting available in alternative formats
4. A reader during the meeting

To arrange for the above services, please contact Judy Gough at (415) 750–3669 at least two working days prior to the meeting.

Minutes of the meeting will be made in alternate formats upon request.

In order to assist the City's efforts to accommodate persons with severe allergies, environmental illnesses, multiple chemical sensitivity or related disabilities, those attending public meetings are reminded that other may be sensitive to various chemical based products. Please help the City to accommodate these individuals.

For access to 233 Post Street by BART, get off at the Montgomery Street Station. MUNI's wheelchair-accessible No. 38 line may also be taken to Geary and Stockton Streets, as well as wheelchair-accessible No. 2 line (east bound), which stops close to 233 Post Street. For more information about MUNI's accessible services, call (415) 923-6142. Accessible parking space (disabled-designated) is available at the Stockton-Sutter Parking Garage.

Accessible seating for persons with disabilities (including those using wheelchairs) will be provided. For Telecommunication Device for the Deaf (TDD), the Museums uses the California Relay Service.

Know Your Rights Under the Sunshine Ordinance

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, contact the Sunshine Ordinance Task Force at 554-6075.

If you are unable to attend the meeting, you may submit written comments to Judy Gough, Fine Arts Museums of San Francisco, 233 Post Street, 6th Floor, San Francisco, CA, 94108.

DEPT.
1997
LIBRARY

COFAM Operating Budget Report

October 31, 1997

Overview

On October 31st, the operating budget was $161,725 in the black, primarily due to both taking into support two unrestricted bequests (Mildred Johnson $255,847 and Helen Nagy $10,690) and incurring lower than expected other expenses. The December COFAM Executive Committee meeting agenda includes a resolution on the Johnson bequest.

Revenues continued to be down, especially in those areas tied to attendance such as general admissions and store sales. Membership dues were also off. Personnel expenses were somewhat below budget. Other expenses were temporarily well below budget due to billing delays for the Peru and Utrecht shows.

The COFAM Reserve was $1,873,939 – about $195,000 better than September. Board policy is to maintain a $2 million reserve.

Rolling Forecast To Re-Balance The Budget

The 11/4/97 Rolling Forecast is included in the October budget report and was reviewed in detail at the Budget Committee's November meeting. This re-balancing plan is based upon two key factors. First, lost revenues during a weak summer and fall will not be made up during the course of the fiscal year. Second, the Legion will not offset low de Young attendance, despite moving major shows to the Legion in the wake of losing de Young federal indemnification (insurance) on international loan shows.

Key changes in the rolling forecast include the one-time receipt of unrestricted bequests to help balance the operating budget until financial stability can be established in the interim years before a new de Young is built; increasing known specified (restricted) fund income, which is offset dollar-for-dollar by expenses; lowering store gross profit by $281,859; taking facility rentals up $100,000; slashing admission income $422,598; and lowering membership dues $100,000. Personnel expenses were recalculated and went up slightly. Other expense cuts of 10% were taken wherever possible. However, many of these cuts are masked in the budget summary lines by the addition of costs to offset

more specified funds brought on line. For example, this occurs in the curatorial line and in the administration general line, which is up by new de Young planning costs. While exhibit other expenses are up almost $140,000, nearly all of this cost relates to offsetting income and expenses for the Knoxville venue of the Peru show.

In sum, the rolling forecast is a plan to get through a very difficult year to give the museum the time to stabilize its operating finances given the likelihood in the immediate future of ongoing low attendance at the de Young in the neighborhood of 250,000 annual visitors (about half what it used to be) with Legion attendance around 300,000 bolstered by an expensive, full exhibit schedule.

Comments On The October Numbers

Support and Revenue: The Annual Contributions total was $43,373 off budget with lagging donations in the Friends, National Council, Phone Campaign and Foundation categories. (See Appendix "A" page 5 for details.) The receipt of unrestricted bequests is discussed above. The general specified funds line is high to offset new de Young planning expenses. Revenue lines affected by declining attendance are also discussed above. Membership dues were off $70,239 four months into the fiscal year – a reflection of the Peru and Utrecht shows not being attractive enough to hold onto the gains made with Monet in 1995 and Faberge in 1996. This situation should right itself by next fiscal year 7/98 – 6/99 with three major exhibits: Picasso, Impressionism Winter Scenes, and the Victoria and Albert museum show.

Expenses: Personnel expenses in the first four months ran $48,786 below budget, but only because of delayed exhibit costs. Other expenses were $135,897 below budget due also to delays in exhibit costs, as well as temporary underages in other lines due to budget payment expectations being sooner than the actual receipt of bills. The administration general line was up by both new de Young planning costs and the up front payment of annual insurance premiums.

# # #

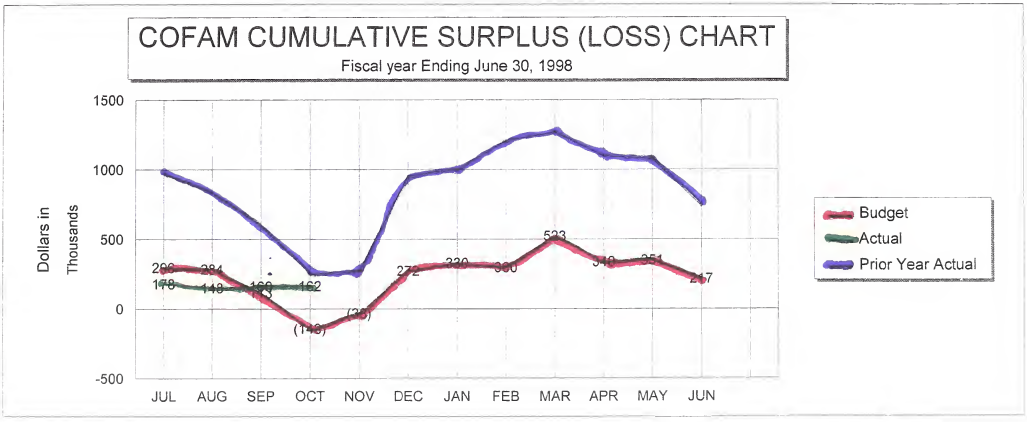
brept
12/04/97

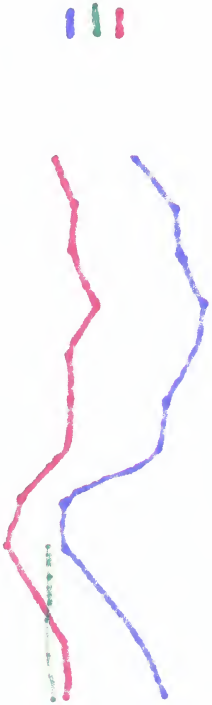
COFAM Operating Budget Report for the Month Ended October 31, 1997

DOCUMENTS DEPT.
DEC 0 8 1997
SAN FRANCISCO
PUBLIC LIBRARY

	Page
Cumulative Surplus (Loss) Chart	i
Budget-In-Brief	1
Annual Contributions – Appendix "A"	5
Stores Report – Appendix "B"	6
Balance Sheets	7

cvr


COFAM CUMULATIVE SURPLUS (LOSS) CHART
Fiscal year Ending June 30, 1998
Dollars in Thousands
1500
1000
500
0
-500
JUL
AUG
SEP
OCT
NOV
DEC
JAN
FEB
MAR
APR
MAY
JUN
Budget
Actual
Prior Year Actual



COFAM FY 1997-98 Operating Budget At October 31, 1997 (4 Months --33.3% Of The Budget Year)

	(1)		(2)			(3)			(4)	(5)
	October----		4-Months----							
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget-----	% Actual To Original Budget---	Rolling Forecast 11/4/97	Actual Prior Year At 4 Months	Notes
SUPPORT & REVENUE										
Support										
1) Annual Contributions	185,000	169,429	562,500	519,127	(43,373)	2,500,000	20.8%	2,500,000	438,845	See Appendix "A" page 5 for details
2) Bequests	0	225,648	0	236,538	236,538	0	0.0%	236,537	0	
3) Founoation Endowment Support	92,128	92,128	368,512	368,512	0	1,105,534	33.3%	1,105,534	328,960	
4) Specified Funds										
--Curatorial/Conservation	30,310	41,222	105,055	127,865	22,810	319,100	40.1%	443,987	119,144	
--Achenbach Collection Mgmt. Project	0	0	0	0	0	0	0.0%	0	10,103	
--Publications	1,000	17,316	35,000	38,514	3,514	68,000	56.6%	84,884	44,360	
--Exhibition Funds Secured	20,000	3,112	115,120	121,816	6,696	232,371	52.4%	387,371	206,990	
--Exhibition Funds To Be Raised	10,000	0	20,000	0	(20,000)	100,000	0.0%	100,000	30,000	
--Education Programs	7,850	13,540	48,620	55,786	7,166	271,000	20.6%	292,849	45,759	
--General	17,500	19,877	40,000	114,630	74,630	65,000	176.4%	125,000	29,578	
5) COFAM Investment Income	10,000	- 5,399	45,000	31,792	(13,208)	140,000	22.7%	140,000	51,064	
Subtotal Support	373,788	587,871	1,339,807	1,614,580	274,773	4,801,005	33.6%	5,416,142	1,304,803	

	(1)		(2)			(3)			(4)	(5)
	October----		4-Months----							
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget-----	% Actual To Original Budget---	Rolling Forecast 11/4/97	Actual Prior Year At 4 Months	Notes
Revenue										
6) Museum Store Sales	243,754	189,202	917,648	752,469	(165,179)	2,492,955	30.2%	1,803,524	1,263,384	See Appendix "B" page 6 for details
Less Discounts	(12,883)	(8,787)	(54,070)	(32,966)	21,104	(149,660)	22.0%	(86,842)	(49,321)	
Less Cost of Goods	(126,692)	(101,796)	(475,020)	(404,649)	70,371	(1,299,447)	31.1%	(954,694)	(605,895)	
Less Commissions	(1,287)	0	(3,862)	0	3,862	(15,449)	0.0%	(15,449)	0	
Gross Profit	103,092	78,639	384,696	314,854	(69,842)	1,028,399	30.6%	746,540	608,168	
7) Facilities Rental Gross	50,000	48,666	220,000	196,016	(23,984)	700,000	28.0%	800,000	184,253	
8) Benefits Gross Income	50,000	86,065	50,000	126,475	76,475	245,000	51.6%	245,000	0	
9) General Admissions COFAM Net	175,035	131,428	670,382	509,209	(161,173)	1,881,750	27.1%	1,459,152	695,097	Museum Attendance - October 1997: 54,856 visitors, 46.4% paid, budgeted - 65,000 visitors, 45% paid
10) Food & Beverage Concession Fees	13,722	16,552	55,648	56,657	1,009	159,884	35.4%	155,971	51,862	Year to Date: 246,670 visitors, 45.5% paid, budgeted - 300,000, 45% paid
11) Exhibition Program Earned Income	79,000	99,151	161,450	188,069	26,619	375,175	50.1%	338,146	262,502	
12)FAM Membership Dues	194,421	175,199	758,061	687,822	(70,239)	2,622,240	26.2%	2,522,240	728,437	Year to date: 12,615 dues paid members averaging $54.52 per member
13) Conservation Services	21,199	25,868	74,162	78,541	4,379	254,270	30.9%	270,383	69,109	Compared to budgeted goals of 13,876 dues paid members averaging 254.63 per member Current active members = 46,879
14) Miscellaneous										
--Development Trip Fees	20,000	12,700	80,000	93,210	13,210	140,000	66.6%	140,000	18,108	
--Other Fees	31,776	50,966	111,218	160,218	49,000	361,320	42.0%	505,452	183,751	
Subtotal Revenue	738,235	725,234	2,565,617	2,411,071	(154,546)	7,788,038	31.0%	7,162,884	2,801,287	

	(1)		(2)			(3)			(4)	(5)
	October		4-Months							Notes
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	% Actual To Original Budget	Rolling Forecast 11/4/97	Actual Prior Year At 4 Months	
EXPENSES										
Personnel Expenses										
15) Curatorial										
Curatorial/Conservation/Education	261,093	257,842	734,794	736,382	1,588	2,252,805	32.5%	2,264,417	756,762	
Project Funded Term Employees	50,626	32,565	151,879	124,117	(27,762)	438,761	28.3%	517,761	119,421	
Exhibit Group	93,950	84,896	265,478	240,546	(24,932)	814,231	29.5%	804,664	229,962	
Exhibit Program Temporary Labor	19,800	17,782	55,400	53,930	(1,470)	173,814	31.0%	173,814	98,829	
16) Development	55,040	62,799	156,768	163,275	6,508	477,009	34.2%	481,562	155,046	
17) Administration										
Administration General	131,415	123,566	378,474	365,991	(12,483)	1,138,927	32.1%	1,141,886	368,240	
Operations Group	23,462	21,465	67,819	64,503	(3,316)	203,335	31.7%	203,146	64,970	
Stores	56,464	57,107	147,308	168,258	20,950	447,647	37.6%	469,390	181,494	
Facilities Rental	24,481	27,195	67,442	62,462	(4,980)	212,167	29.4%	241,980	59,117	
18) Marketing & Membership										
General	25,242	24,134	71,651	70,521	(1,130)	218,766	32.2%	218,355	71,187	
Public Relations & Advertising	32,597	25,866	93,227	87,917	(5,310)	282,510	31.1%	270,486	70,915	
FAM Membership Services	42,273	46,644	120,819	124,371	3,552	368,366	33.9%	350,362	139,472	
Subtotal Personnel	816,442	781,881	2,311,059	2,262,273	(48,786)	7,036,338	32.2%	7,137,823	2,315,415	

	(1)		(2)			(3)			(4)	(5)
	October		4-Months							
	Original Budget	Actual	Original Budget	Actual	Variance to Y-T-D Budget	Original Budget	% Actual To Original Budget	Rolling Forecast 11/4/97	Actual Prior Year At 4 Months	Notes
Other Expenses										
19) Curatorial										
Curatorial/Conservation/Education	55,650	47,008	158,545	115,755	(42,790)	616,293	18.8%	618,052	198,749	
Publications	1,000	15,318	35,000	36,514	1,514	86,000	53.7%	84,864	44,380	
Exhibit Group	7,416	12,271	25,958	40,611	14,653	89,000	45.6%	80,100	15,877	
Exhibit Program	102,036	99,827	503,885	322,906	(180,979)	1,283,121	25.2%	1,422,883	371,137	
20) Development										
Development General	116,125	83,039	218,900	158,988	(59,912)	543,850	29.2%	503,465	82,560	
Benefits	20,000	18,000	30,000	26,455	(3,545)	163,000	16.2%	163,000	0	
21) Administration										
Administration General	61,387	108,255	214,854	375,233	160,379	736,643	50.9%	881,273	419,362	
Operations Group	67,515	25,484	157,535	156,997	(538)	540,120	29.1%	516,731	155,857	
Facilities Rental	1,500	2,720	5,000	10,819	5,819	17,750	61.0%	15,975	6,198	
Stores	13,000	6,993	37,600	29,503	(8,097)	100,000	29.5%	77,500	57,783	
22) Marketing & Membership										
General	9,540	6,259	31,799	26,294	(5,505)	114,475	23.0%	108,959	44,604	
Media Relations & Advertising	47,300	41,541	140,056	116,295	(23,761)	402,200	28.9%	398,720	88,145	
FAM Membership Services	48,887	63,188	178,418	185,283	6,865	661,022	28.0%	621,700	204,041	
Subtotal Other Expenses	551,356	529,899	1,737,550	1,601,653	(135,897)	5,335,474	30.0%	5,461,202	1,687,453	
Total Expenses	1,367,798	1,311,781	4,048,609	3,863,926	(184,683)	12,371,812	31.2%	12,599,025	4,002,888	
SUPPORT & REVENUE OVER EXPENSES	(255,775)	1,324	(143,185)	181,725	304,910	217,231	n/a	0	103,222	
LESS PLANT FUND DEPRECIATION	(25,000)	(25,000)	(100,000)	(100,000)	0	(259,500)	38.5%	(300,000)	(82,380)	
	(280,775)	(23,676)	(243,185)	81,725	304,910	(42,269)	n/a	(300,000)	20,842	

Annual Contributions Report -- Month Ending October 31, 1997 (33.3% Of The Budget Year)

(1)	(2)			(3)				(4)		
Contribution Categories	Oct. 1997 Budget	Actuals	Oct. 1996 Actuals	Year To Date Budget	Actuals	Variance to Y-T-D Budget	Prior Year Actuals	Current Year Annual Goals	Revised Current Year Annual Goals	Current Yesr % of Revised Annual Goals Achieved
1) Associates ($5,000 and up)	75,000	73,681	14,825	235,000	259,062	24,062	174,927	1,400,000	1,450,000	17.9%
2) Patrons ($2,500 - $5,000)	5,000	5,000	0	17,500	24,500	7,000	2,750	55,000	75,000	32.7%
3) Friends ($1,000 - $2,500)	35,000	22,098	10,100	105,000	82,839	(22,161)	87,616	450,000	420,000	19.7%
4) National Council/Other	20,000	4,360	2,250	29,000	10,034	(18,966)	14,045	45,000	55,000	18.2%
5) Mail Drive	20,000	15,630	31,647	51,000	54,393	3,393	32,757	150,000	125,000	43.5%
6) Phone Campaign	0	0	0	35,000	10,360	(24,640)	0	150,000	125,000	8.3%
7) Business	20,000	48,130	12,020	55,000	62,254	7,254	45,155	150,000	150,000	41.5%
8) Foundations	10,000	530	31,000	35,000	15,685	(19,315)	61,595	100,000	100,000	15.7%
	185,000	169,429	101,842	562,500	519,127	(43,373)	418,845	2,500,000	2,500,000	20.8%

Appendix "B" -- Stores Report: 3 Months Ended October 31,1997

	In House Merchandising								Outside Merchandising			
	(1) deYoung Store		(2) Legion Store		(3) Larco Store		(4) Utrecht Store		(5) Wholesale & Royalties		(6) Grand Totals	
	Budget	Actual	Budget	Actual	Budget	Actual			Budget	Actual	Budget	Actual
Sales	267,200	174,165	394,800	266,770	108,000	191,135	103,118	79,722	44,529	40,677	917,648	752,469
Discounts	(24,048)	(9,822)	(23,638)	(10,704)	(3,240)	(6,546)	(3,094)	(3,892)	0	0	(54,070)	(32,966)
Cost of Goods	(136,272)	(97,088)	(205,296)	(142,302)	(54,000)	(102,279)	(51,559)	(41,752)	(27,893)	(21,228)	(475,020)	(404,649)
Commissions	0	0	0	0	0	0	0	0	(3,862)	0	(3,862)	0
Gross Profit	106,880	67,255	165,816	113,764	50,760	80,308	48,466	34,079	12,774	19,449	384,696	314,854
Personnel Expenses	58,464	58,704	46,963	53,718	5,714	18,156	21,483	22,816	14,684	14,865	147,308	168,259
Other Expenses	12,000	18,299	12,000	2,399	3,400	3,691	10,200	5,114	0	0	37,600	29,503
Total Expenses	70,464	77,003	58,963	56,117	9,114	21,847	31,683	27,930	14,684	14,865	184,908	197,762
Gross Profit Over Expense	36,416	(9,748)	106,853	57,647	41,646	58,461	16,783	6,149	(1,910)	4,584	199,788	117,092
Variance to Year To Date		(46,164)		(49,206)		16,815		(10,634)		6,494		(82,695)

COFAM Balance Sheet At October 31,1997

ASSETS		LIABILITIES & FUND BALANCES	
Cash	33,326	Accounts Payable	431,094
Cash Equivalents	3,699,358	Other Accrued Liabilities	3,332,688
Accounts Receivable	3,083,080	Deferred Income - Restricted	1,927,993
Prepaid Expenses	304,881	Deferred Income - Unrestricted	3,311,461
Note Receivable	100,000	Fund Balances	
Inventory - Store	744,755	Unrestricted Fund	2,884,473
Inventory - Publications	432,875	Plant Fund	(2,173,997)
Investment in Bonds	750,000	Revenues over Expenses	88,853
Furniture & Equipment (Net)	654,290	(Note 2)	
	9,802,565		9,802,565

COFAM Reserve At 10/31/97 - 1,873,989

Note 1 -- Reserve Formula		Note 2 -- Revenues over Expenses	
Cash & Cash Equivalents	3,732,684	Operating Revenue over Expenses	161,724
Bonds	750,000	Less Plant Fund	(104,071)
Accounts Receivable	3,083,080	Plus Restricted Funds	31,200
Less Accounts Payable	(431,094)	Less Airport Fund	- 0
Less Other Accrued Liabilities	(3,332,688)		
Less Deferred Income - Restricted	(1,927,993)	Surplus / (Deficit)	88,853
	1,873,989		

COFAM Balance Sheet At September 30,1997

ASSETS		LIABILITIES & FUND BALANCES	
Cash	396,790	Accounts Payable	344,842
Cash Equivalents	3,070,612	Other Accrued Liabilities	3,369,974
Accounts Receivable	3,016,082	Deferred Income - Restricted	1,839,636
Prepaid Expenses	291,010	Deferred Income - Unrestricted	3,097,266
Note Receivable	100,000	Fund Balances	
Inventory - Store	721,550	Unrestricted Fund	2,884,473
Inventory - Publications	423,026	Plant Fund	(2,173,997)
Investment in Bonds	750,000	Revenues over Expenses	86,166
Furniture & Equipment (Net)	679,290	(Note 2)	
	9,448,360		9,448,360

COFAM Reserve At 9/30/97	1,679,032

Note 1 -- Reserve Formula

Cash & Cash Equivalents	3,467,402
Bonds	750,000
Accounts Receivable	3,016,082
Less Accounts Payable	(344,842)
Less Other Accrued Liabilities	(3,369,974)
Less Deferred Income - Restricted	(1,839,636)
	1,679,032

Note 2 -- Revenues over Expenses

Operating Revenue over Expenses	160,402
Less Plant Fund	(94,658)
Plus Restricted Funds	20,422
Less Airport Fund	0
Surplus / (Deficit)	86,166

CORPORATION OF THE FINE ARTS MUSEUMS

Executive Committee
Board of Trustees

December 11, 1997

JAN 12 1998
SAN FRANCISCO PUBLIC LIBRARY

Call to Order

A meeting of the Executive Committee of the Board of Trustees of the Corporation of The Fine Arts Museums was held on Thursday, December 11, 1997, in the 6th Floor Conference Room of the Administrative Offices at 233 Post Street, San Francisco. A quorum being present, the meeting was called to order at 2:46 p.m. by Mrs. Alfred S. Wilsey, Chairman. President Goss presided; Mrs. Gough acted as Secretary.

Roll Call

Present:

Robert J. Bransten, Vice President/Collections
Mrs. Ray Dolby, Vice President/Annual Support
Richard P. Essey
Richard P. Finn
Ms. Frankie Jacobs Gillette, Vice President/Civic Affairs
Mrs. Richard Goodyear
Richard W. Goss II, President
David M. Jamison, Vice President/Audience Development
J. Alec Merriam
William E. Steen, Vice President/Facilities
William A. Stimson, Vice Presdient/Finance
Mrs. Alfred S. Wilsey, Chairman
Frank Montgomery Woods

Excused:

Charles Crocker
Steven MacGregor Read

Other Trustees in Attendance:

Shirley Breyer Black
Mrs. Philip E. Bowles III
Mrs. Ransom S. Cook
Princess Ranieri di San Faustino
Mrs. John V. Erickson

Other Trustees in Attendance (continued):

George Hopper Fitch
Morgan Flagg
Katharine Hanrahan
Mrs. Leonard E. Kingsley
Leonard E. Kingsley
Mrs. William B. MacColl, Jr.
George M. Marcus
Mrs. Francis A. Martin, Jr.
Mrs. Peter McBean
Nion McEvoy
Mrs. J. Alec Merriam
Mrs. John N. Rosekrans, Jr.
John N. Rosekrans, Jr.
Katharine Doyle Spann
William A. Stimson
Mrs. Paul L. Wattis
Mrs. Harry H. Wetzel
Alfred S. Wilsey
Florence Sue Wong

The following non-voting officers were present:

Harry S. Parker III, Chief Executive Officer
Steve Dykes, Treasurer
Judy Gough, Executive Secretary

Report of the Chairman - Mrs. Alfred S. Wilsey

There was no business to report.

Report of the President - Richard W. Goss II

A. Approval of the October 9, 1997 Minutes of the Board of Trustees Meeting

There being no discussion among the Trustees or members of the public, the minutes of the October 9, 1997 meeting of the Board of Trustees, having been mailed in advance, were unanimously approved.

B. Report on the Extension of the Osher Sculpture Garden Gift to December 31, 1998

President Goss reported on the status of $2.5 million Osher Sculpture Garden Gift from Trustee Bernard Osher. In June 1993, The Osher Foundation agreed to allow a loan of the sculpture garden funds to seismically brace the de Young Museum. The term of the loan, which was to expire on December 31, 1997, has been generously extended by Trustee Osher to December 31, 1998

C. Report on The Vocal Minority Fund-raiser, "A Pigment of Your Imagination" - Mr. Richard Goodyear

Mr. Goodyear reported on the fund-raising event presented by The Vocal Minority on November 7-8, 1997 at the Legion of Honor. This song and dance revue, "A Pigment of Your Imagination," raised between $115,000 and $120,000 for the benefit of the Fine Arts Museums of San Francisco. The Executive Committee expressed sincere appreciation to Mr. Goodyear and the many others involved in this very entertaining production.

D. Year End Gift Campaign

President Goss encouraged the Trustees to respond favorably to the year-end gift campaign, pointing out the importance of support for the Museums through contributions to the annual fund and capital campaigns.

Chief Executive Officer's Report - Harry S. Parker III

A. Report on COFAM Operating Budget as of October 31, 1997

Trustee Essey requested that future operating budget reports be formatted on letter size rather than legal paper. Steve Dykes, Deputy Director for Administration and Finance, then presented the Operating Budget Report for the period ending October 31, 1997. On October 31st, the operating budget was $161,725 in the black, primarily due to both taking into support two unrestricted bequests (Mildred Johnson $255,847 and Helen Nagy $10,690) and incurring lower than expected other expenses. The December COFAM Executive Committee meeting agenda includes a resolution on the Johnson bequest.

Revenues continued to be down, especially in those areas tied to attendance such as general admissions and store sales. Membership dues were also off. Personnel expenses were somewhat below budget. Other expenses were temporarily well below budget due to billing delays for the Peru and Utrecht shows.

The COFAM reserve was $1,873,939 – about $195,000 better than September. Board policy is to maintain a $2 million reserve.

A. Report on COFAM Operating Budget as of October 31, 1997 (continued)

The 11/4/97 Rolling Forecast is included in the October budget report and was reviewed in detail at the Budget Committee's November meeting. This re-balancing plan is based upon two key factors. First, lost revenues during a weak summer and fall will not be made up during the course of the fiscal year. Second, the Legion will not offset low de Young attendance, despite moving major shows to the Legion in the wake of losing de Young federal indemnification (insurance) on international loan shows.

Key changes in the rolling forecast include the unusual action to take two unrestricted bequests totaling $266,537 into support to help balance the operating budget; lowering store gross profit by $281,859; increasing facility rentals by $100,000; slashing admission income $422,598; and lowering membership dues $100,000. Other expense cuts of 10% were taken wherever possible.

The rolling forecast is a plan to get through a very difficult year to give the Museums the time to stabilize its operating finances given the likelihood in the immediate future of ongoing low attendance at the de Young in the neighborhood of 250,000 annual visitors (about half what it used to be) with Legion attendance around 300,000 bolstered by an expensive, full exhibit schedule.

Trustee Goodyear suggested that merchandising in the Museums stores could be improved and that a consultation with an expert in this area might be helpful. Trustee Dolby further suggested that the Nominating Committee consider candidates with this particular expertise.

B. Consideration and Possible Adoption of Resolution Designating Proceeds from the Estate of Mildred Maurine Johnson as COFAM Operating Budget Support

Mr. Parker presented the following resolution noting that it is unusual to request that an unrestricted bequest be used as operating budget support and that it is preferred to designate such funds to support an art acquisition:

> WHEREAS, On April 4, 1997, B. Snyder, Jr., Esq., attorney and executor of the Estate of Mildred Maurine Johnson, informed the Museums that Mildred Maurine Johnson named the Fine Arts Museums of San Francisco as a beneficiary; and
>
> WHEREAS, A bequest in the amount of $255,847.22, representing the Museums' portion of the distribution of the proceeds from the Estate of Mildred Maurine Johnson, was received in November 1997; and

B. Consideration and Possible Adoption of Resolution Designating Proceeds from the Estate of Mildred Maurine Johnson as COFAM Operating Budget Support (continued)

WHEREAS, The Director of Museums recommended that the $255,847.22 in proceeds from the Estate of Mildred Maurine Johnson be designated as Fiscal Year 1997-98 COFAM Operating Budget support; now, therefore, be it

RESOLVED, That the Board of Trustees of the Corporation of The Fine Arts Museums of San Francisco, upon the recommendation of the Director of Museums, does hereby designate the $255,847.22 in proceeds from the Estate of Mildred Maurine Johnson as Fiscal Year 1997-98 COFAM Operating Budget support.

On motion, duly seconded, the Executive Committee unanimously adopted the foregoing resolution as **Board Resolution 200.**

C. Other Information Item

Mr. Parker provided a status report on the possible use of the Center for the Arts at Yerba Buena Gardens as an alternate exhibition site for *Impressionists in Winter: Effets de Neige*. This exhibition and *A Grand Design: The Art of the Victoria and Albert Museum* were both scheduled during the same period of time at the Legion of Honor. Discussions with the Center for the Arts at Yerba Buena Gardens are proceeding. However, the Federal Indemnification Panel has expressed some reluctance to indemnify the exhibition at the Center for the Arts. The Center has not been indemnified previously as a major exhibition facility. Kathe Hodgson, Coordinator of Exhibitions, is meeting with the Indemnification Panel staff in Washington, D.C., to provide additional information.[1]

Report of the Budget Committee - William A. Stimson, Chair and Vice President/Finance

Trustee Stimson advised that matters pertaining to the November Budget Committee meeting have been covered earlier in the agenda as part of the COFAM Operating Budget Report for the period ending October 31, 1997.

Report of the Annual Support Committee - Mrs. Ray Dolby, Chair and Vice President

Trustee Dolby reported that fund-raising results were slightly behind projections. All efforts are directed to meeting the fiscal year 1997-98 annual support goal of $2,500,000 by June 30th. Donor cultivation has been a priority resulting in new Friends, Patrons, and Associates. It is hoped that the 1997 year-end gift campaign proceeds will increase the level of funds raised six months into the fiscal year.

[1] Indemnification was subsequently approved in mid-December 1997.

Report of the Fine Arts Museums Foundation - William A. Stimson, Chair and Vice President/Finance for Charles Crocker, President

In the absence of the Trustee Charles Crocker, President of the Fine Arts Museums Foundation, Trustee Stimson reported that at the close of business on November 14, 1997, the Endowment Fund portfolio was valued at $58,447,185. It was invested 64.34% in equities, 34.19% in fixed income, and 1.47% in cash and cash equivalents.

Adjournment - Mrs. Alfred S. Wilsey, Chairman

There being no further business, the meeting was adjourned at 3:20 p.m.

Respectfully submitted,

Judy Gough
Executive Secretary
Museums